

MAY 1, 1934

MAY 1934

The Magazine for
MARKETING EXECUTIVES

SALES *management*

What Products Does the Druggist Push? .

The tenth of a series of surveys made
exclusively for Sales Management
by Ross Federal Service, Inc.



Undaunted, Air Condi- tioning Industry Hacks at Its Gordian Knots .



Sales Letters

TWENTY CENTS

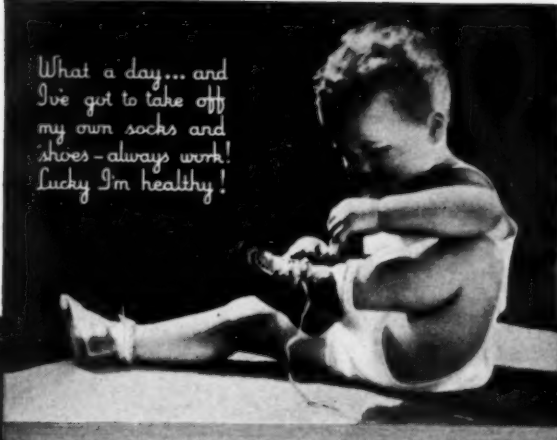
"TALKIES" IN WINDOW DISPLAYS

JOHNSON'S
Baby
POWDER
SOAP and CREAM



Designed in
collaboration with
YOUNG & RUBICAM

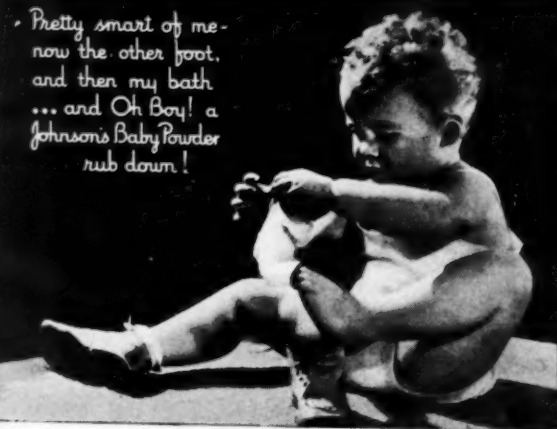
What a day... and
I've got to take off
my own socks and
shoes - always work!
Lucky I'm healthy!



Do I pull... nope,
didn't work - Better
try the other way -
getting hot and cross -
get Johnson's Baby
Powder ready!



Pretty smart of me -
now the other foot,
and then my bath
... and Oh Boy! a
Johnson's Baby Powder
rub down!



Here's a display that puts "Show" in the Show window.

It is literally a talkie — "baby" talk, that will capture the attention and the interest of any mother.

The idea—borrowed from the strip film continuity of the Talkies—is one more evidence of the value of showmanship in Show window advertising.

If you want a dramatic touch in your next display — consult an Einson-Freeman executive.



EINSON-FREEMAN CO. INC.

LITHOGRAPHERS

Starr and Borden Avenues • Long Island City, N. Y.



N

o SALES MANAGER CAN KNOW TOO MUCH ABOUT HIS SALESMEN'S SALES

BILL JONES was a fine salesman. Every one said so; his sales manager, the president, and he himself, admitted it. He worked for a wholesale hardware house and turned in a fine total volume each month.

But one day his sales manager decided to analyze sales *the Comptometer way*. He discovered many interesting things . . . including the fact that Bill Jones' sales, while large in volume, were extremely weak in profit because he was pushing the wrong items.

He called a few facts to Bill's attention. Today, Bill Jones is still known as a fine salesman . . . and *known* is the word! The sales manager *knows*, the president *knows*, and Bill Jones *knows* exactly what items he is selling, and why he is selling them. No more non-profit items for Bill Jones . . . or for the sales manager responsible for his results!

The Road to Quick and Complete Sales Facts

This is, of course, an elementary case. But every sales manager today realizes he must have complete sales information . . . and have it quickly . . . in order to keep ahead of his job.

Effective sales analysis helps him in directing and educating his personnel. It shows which salesmen . . . and which items . . . are profit-producers, and which are slackers. It forces concentration on profit lines. It gives him timely information about sales *trends* . . . and enables him to keep safely ahead of production.

Sales Analysis (likewise Payroll, Material, Expense, and other analyses) need not be complicated and expensive. And it is not—when done by the Comptometer Peg-Board method. This combination makes all analysis work simple, rapid, and inexpensive, because:

1. It eliminates costly copying and re-capping of figures.
2. Its extreme flexibility makes it applicable to almost any distribution set-up.
3. It brings decisive facts promptly to executive attention — before it is too late for action.
4. It supplies results that require no subsequent translation.
5. It saves money.

To aid sales managers, we have prepared an authoritative folder on analyses by the Comptometer Peg-Board method. We will be glad to send you a copy, free. Simply fill out the coupon below. Or write or telephone us direct. Felt & Tarrant Mfg. Co., 1730 N. Paulina St., Chicago, Ill.

FELT & TARRANT MFG. CO.

1730 N. Paulina St., Chicago, Ill.

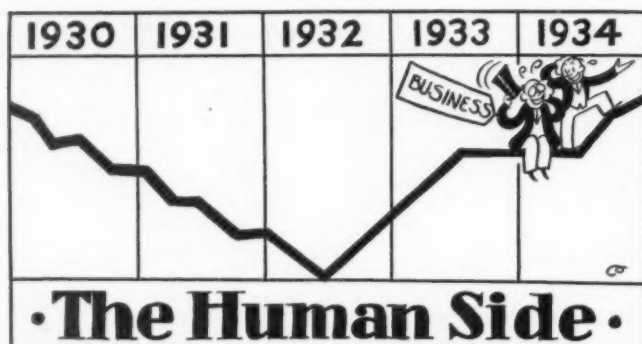
- ☐ Please send me your folder, "A New Method of Compiling a Sales Analysis."
☐ Please have a Comptometer representative call to see me at the address below.

Name _____
 Address _____

PROFIT-PRODUCING FACTS FROM ACCURATE FIGURES

COMPTOMETER

(TRADE-MARK)



Go-Getters Go Get Blue Vases

Twelve years ago this country was fighting its way out of a depression, as old-timers will recall. Salesmen were doing a lot of the fighting. About that time Peter B. Kyne took typewriter in hand and knocked off a Cappy Ricks story about a limping, one-handed war veteran who turned out to be a go-getter salesman. But before old Cappy Ricks, twinkle-eyed president emeritus of vast Pacific Coast lumbering and shipping operations, decided to give the go-getter a big job in Shanghai, he put the smiling, determined vet. through a course of sprouts. As a climax, "Bill Peck" had to find and deliver to Cappy, in spite of 99.44 per cent insuperable obstacles, a blue vase. He did it.

Well, when the story reached the office of *Cosmopolitan's* editor it created a disturbance like that of a rock dropped into a pond. And its waves are still spreading. First the *Cosmopolitan's* business manager had to have copies of it for his own salesmen. It was a stimulator. Then, as soon as it appeared, reprints began to circulate by the thousand . . . to stimulate salesmen. Since then hundreds of thousands of reprints, in one form or another, have been grabbed by anxious sales managers and used . . . to stimulate salesmen. Peter B. Kyne, originator, was as surprised as anybody.

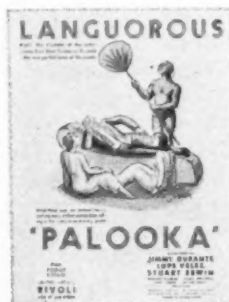
And now "The Go-Getter" takes a fresh start. It is the principal sales tool handed out to gas company salesmen of Electrolux refrigerators in a national "Blue Vase" selling contest sponsored by the American Gas Association. Cities are classified into five groups, according to size. A set of money prizes is offered. But the top prize in each district is a blue vase . . . and \$300. So Peter B. Kyne's go-getter keeps right on going and getting after all these years.

An Accolade Is Bestowed

Hal Horne and United Artists are swelling chests and buying larger size hats. Jimmy (Schnozzle) Durante toots his famed olfactory organ with a triumphant note. The reason: The five editors of the *American Spectator* have chosen the advertisements for U. A.'s film "Palooka" as the best of the year.

To the uninitiate, that might not be a good sound reason for cracking heels together, leaping into the air and letting off shrill yipes. But here's the answer: The editors of highbrow *American Spectator* are George Jean Nathan, Ernest Boyd, Sherwood Anderson, James Branch Cabell and Eugene O'Neill. When that quintet presses the laurel upon the cranium of any advertising man, said typewriter-pounder is entitled to put on swank. Approbation from Nathan, Boyd, Anderson, Cabell and O'Neill is praise indeed.

The advertising series which won the literary lions' commendation pictured "James Don Juan Casanova Durante, the screen's new perfect lover. You'll howl, you'll roar and otherwise make a general nuisance of yourself. Thrill to his ika-dinka-does dese and dems. You'll laugh yourself right out of your seat, which is a good trick in itself."



In other ads, "suave," "debonaire," "seductive," "bland," "svelte," "romantic," "fiery."

Lured by the series, which burlesqued the glamorous publicity previously used for Garbo and Anna Sten, several of the *Spectator* editors broke down and went to see "Palooka." Even Ernest Boyd, who doesn't believe in advertising—but wears advertised products from his underwear out—said he liked Mr. Durante. Which makes it unanimous. Schnozzle can look forward to being taken up seriously by the intellectuals from now on.

20,000,000 Loaves of Tarzan

A "revelation" wrapper developed by Milprint Products Corporation, Milwaukee and New York, and the somewhat universal interest on the part of youth in the strength and agility of "Tarzan," represented commercially by Stephen Slesinger, New York, have been combined in a merchandising plan which has sold 20,000,000 loaves of "Tarzan" bread through forty bakeries throughout the country since January 1.

The program is being given additional impetus just now with the arrival of Metro-Goldwyn-Mayer's "Tarzan and His Mate" in the movie theatres. Baker and exhibitor are getting together on it.

On its part M-G-M is encouraging exhibitors to organize "Tarzan Safety Clubs" locally. Johnny Weissmuller, as Tarzan, may perform countless deeds of daring, and the children, growing strong on Tarzan bread, may look forward to the time when they, too, may swing from limb to limb to rescue Maureen O'Sullivan from the perils of the jungle, but meanwhile they must learn to watch their street crossings. Some dozen manufacturers of other kinds of Tarzan products, from sweat shirts to ice cream containers, also are doing their bit in the safety club movement, but the bread end of it is perhaps the most interesting of all.

The wrapper is made of Cellophane and waxed paper. In addition, Milprint and Mr. Slesinger provide bakers with window strips, posters and other material.

With the launching of the Tarzan Safety Club in Baltimore, on the arrival of "Tarzan and His Mate" at Loew's Century Theatre there April 20, Muhly Baking Company enlisted the cooperation of Mayor Howard W. Jackson. George E. Muhly was duly photographed showing the mayor certain loaves of bread he was sending to Mr. Weissmuller at Hollywood. The Baltimore newspapers liked the idea. Under an eight-column streamer, in one newspaper, which said "Sends 'Tarzan Bread' to Johnny Weissmuller," there appeared a half-column story, a three-column cut of the mayor and his friend the baker, and a three-column-by-eleven-inch advertisement for Muhly's Quality Bakery. Headed, "Tarzan Bread Builds Strength," says Johnny Weissmuller, star of . . . etc., the advertisement reproduced a telegram from Mr. Weissmuller, in which he said that "I am convinced that your delicious Tarzan bread is like my grandmother used to make." He added that he eats "bread three times a day to keep my vitality and strength. Made with malted milk," he added (Muhly's Tarzan bread is made with malted milk) "it should provide additional nourishment."

From Cleveland, it appears that Mr. Weissmuller prefers whole wheat bread made by Jacob Laub Baking Company. The Laub company, on Tarzan's arrival, distributed 25,000 imprinted envelopes containing animal crackers, through two young women dressed as bell hops, and advertised its Tarzan bread in the local newspapers.

Col. Axton Asked Uncle Sam

Uncle Sam doesn't like Col. Axton's new 11-inch cigarette. So Axton-Fisher stops making it. But how can a man tell what Uncle Sam likes, anyway? Listen to all these precautions Col. Axton took before he ventured to produce the long smoke.

"First we looked up the law regarding the 'Class B' cigarette," Col. Axton tells us. "There were no

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There's "Monkey Business"

at the **MORTONS**



So the Mortons have bought a new electric refrigerator. A good day's work, that! And significant! For the Mortons are a typical AMERICAN family, and once again they are enthusiastically buying. Buying, mind you, not just the mere necessities of life, but extra special things like—well, like electric refrigerators.

There are 450,000 other families, like the Mortons, who read the American nightly. These AMERICAN families are not like sailors on a spree, falling for the first thing that comes along. Not these bright young people! They are buying only the products with which they are familiar—the

advertised-to-them products that they see in their evening newspaper, the Chicago American.

When you consider that the Mortons and their nice kind of people comprise more than half the total number of purchasers of merchandise in Chicago, their acceptance of your product is most devoutly to be desired. To be desired, indeed! *To be fought for* is more correct. For the Mortons' trade is the backbone of any profitable trade in Chicago. This market, the largest active market in Chicago—450,000 younger-than-average families—is controlled exclusively by the American. It's yours for the—*advertising*.

CHICAGO AMERICAN

... gives 450,000 families Buying Ideas

NATIONAL REPRESENTATIVES: Rodney E. Boone Organization

MAY 1, 1934

[411]

SALES management

Vol. XXXIV. No. 10

May 1, 1934

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EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher;
PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor;
E. W. DAVIDSON, News Editor; M. E. SHUMAKER, Desk Editor.

ASSOCIATE EDITORS: JAMES R. DANIELS, LAWRENCE M.
HUGHES, LESTER B. COLBY, D. G. BAIRD, MAXWELL DROKE, RAY
B. PRESCOTT, L. R. BOULWARE, FRANK WAGGONER.

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SMALLWOOD, Vice Presidents; T. J. KELLY, Secretary; F. G.
FRANCIS, Treasurer. Publication office: 420 Lexington Avenue,
New York. Telephone Mohawk 4-1760. Chicago, 333 North
Michigan Avenue. Telephone State 1266. Santa Barbara, Cali-
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restrictions as to length or weight. Then we took it up with representatives of the Internal Revenue Department. They assured us we could go ahead. We took it up then with the Tobacco Division of the Internal Revenue Department. They also told us there were no restrictions against a cigarette such as ours was to be. Finally the legal division of the Internal Revenue Department handed down an opinion telling us we could go ahead making our 11-inch cigarette as a 'Class B' to bear a tax of \$7.20 per 1,000. So we went ahead."

Anyone would agree that Col. Axton had certainly asked Uncle Sam. But after the 11-incher got on the market "there were some changes in the Treasury Department and they decided to revoke the permit they had given us for this package." The heathen Chinese (and Uncle Sam) is peculiar.

Giggles Get the Business

There's no reason why business training schools should not have used humor in advertising, but somehow none of them ever did until the Bryant and Stratton College, Chicago, cracked the ice. By getting away from "dead-pan" publicity, and also by cutting loose from classified ads and going into display, B & S has enlarged its student body very considerably.

B & S is one of the few concerns that count the depression a boon and blessing. When jobs were to be had for the asking, young folks didn't bother with business training. Then, when applicants found they needed something more than ability to match handkerchief and socks with neckties to get on a payroll, the question of educational courses bobbed up naturally. Right there, the college decided to use some of the business psychology it was teaching.

With the help of the Jewell F. Stevens agency a campaign was worked out. It called for display advertising in newspapers the year 'round; direct mail, radio and (an innovation indeed for business schools) billboards. One of the earliest of the latter ads showed, in cartoon style, a young man trying to navigate a canoe with a pencil. Another pictured a girl in golf togs approaching a hole on the links. The flag in the hole was marked "Success," and she was taking a toothpick from a caddy. The catch line read, "A hole in one with a toothpick? Equip to win at Bryant & Stratton."

For a few weeks the billboards were stopped, and so did inquiries. This year, with attendance at its all-time peak, B & S is employing increased advertising in every medium.

The college is pretty proud of the fact that no less than three Secretaries of the U. S. Treasury were B & S trained, and gives their names in its direct mail solicitations: Lyman J. Gage, Leslie M. Shaw and George B. Cortelyou. Of course, it doesn't guarantee that its courses will catapult a student into the Treasury chieftainship, but declares they will make the path of a job-seeker a whole lot smoother.

The Melody Lingers On

William Schilling, of Maplewood, New Jersey, is, in the words of the song, a man what takes his time. The Armstrong Cork Company, however, still quoting the ditty, likes a man what takes his time, refuses to be rushed into anything.

Four years ago, Mr. Schilling, along with some millions of others, saw the Armstrong ad describing a boy's room with a nautical character, "For a pair of jolly sailormen too young to put to sea." His eye was caught by the bunks, with a ladder leading to the upper one, the rough-and-ready benches and the linoleum floor with a compass inset in colors. He filed the picture away while he thought over the idea.

Now, after due deliberation, he has duplicated the room for his sons, floor and all, and Armstrong—and BBDO, who prepared the ad—feel happy. The agency says that it is not unusual for linoleum advertisements to pull inquiries and orders long after their first appearance. Still, it is rather glad that all customers don't wait as long as Mr. Schilling.

Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending May 1, 1934:

Politics and Business

We think that what happens to business in the next six months will largely be the answer to what happens in the November elections. We think Mr. Roosevelt, canny politician that he is, realizes that his prestige and that of his party will suffer if there is a decided downward trend in the Democratic vote.

• • • For fourteen months Mr. Roosevelt has been popular with the people and has kept a relatively tight rein on Congress. We do not think that he is going to lose control of the situation.

• • • As we interpret his moves they seem designed to make business materially better without an excess of speculative enthusiasm. We think he will accomplish this through keeping his reformers under reasonable control and by fostering further recovery measures, especially those which will help the capital goods industry. An example of this is the plan to extend loans up to \$2,000 for home modernization and renovation.

• • • These figures illustrate the extraordinary recovery in the automobile business: General Motors sales to U.S.A. dealers for the month of March in the years from 1931 to 1934 inclusive were, respectively, 98,943, 48,383, 45,098 and 119,858.

• • • The PWA estimates that the Public Works will reach its maximum in relieving unemployment and giving its greatest push to the construction industry in the months of June, July and August. Statisticians of the PWA estimate that the 1934 program will be 7,276,000 "man months."

• • • More and more companies are developing pension and unemployment reserve schemes. The B. F. Goodrich Company last week announced a retirement pension plan which, it is estimated, will result in the accumulation of \$1,500,000 for company employees annually. The plan was made effective through the purchase of the largest pension policy ever written by the Aetna Life Insurance Company. Employees who participate will make small weekly payments and the Goodrich Company will make the necessary additional contributions.

• • • The two large can companies, American and Continental, sold about 70,000,000 motor oil bootleg-proof cans in 1933, and this year they expect to sell 500,000,000. Twenty % of the total motor oil production, it is believed, is now being sold in this manner.

• • • In March about 419,000 workers were returned to private and industrial employment and weekly payrolls were increased by \$12,904,000 over February. This means a return to private industry of about 2,750,000 workers since March, 1933.

• • • On the new basis of 1923 to 1925 equalling 100%, March factory employment rose from 77.7% to 80.8% while the payroll index rose from 60.6 to 64.8% according to Department of Labor figures. The index of

employment reached the highest point recorded since December, 1930, and payrolls advanced to the highest level since August, 1931. In the peak year of 1929, March employment was 104.1% and payrolls 111.6%.

• • • March building permits in 759 cities having a population of 10,000 or over, showed an increase of 61% over February in the number of buildings, and of 23.5% in the estimated cost. New residential buildings increased 59% in number, and 78% in value.

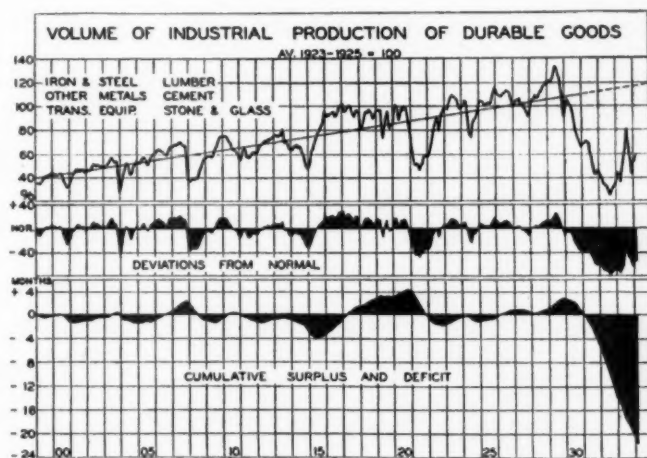
Business Sign Posts

currently as follows:

The Irving Fisher All-Commodity Wholesale Index stood at 73.2% of the 1926 normal—a 1.9% drop from the March 16 high.

The Index of Business Conditions, as of April 23, compiled by the Index Number Institute, was 43.3% below normal, as compared with 47.7% for the month of March and 48.6% in February.

Construction: March contracts for construction of all descriptions amounted to \$179,161,500—almost twice the total reported for February, and about three times the volume of March, 1933, according to F. W. Dodge Cor-



Colonel Leonard Ayres of the Cleveland Trust Company estimates that there is now an accumulated shortage of twenty-two months' production of durable goods. The next largest shortage was of four months in 1915. The largest surplus recorded in the Ayres' chart, which runs from 1899 to 1934, was a little over four months in 1920, the second largest, three months in 1929. He says, "Despite technocracy the fact is that no serious surpluses of durable and capital goods were accumulating before the depression. Present shortages are acute in durable goods, and minor in consumption goods. Unemployment cannot be cured by subsidizing consumer purchasing power, but can be cured by reestablishing financing of durable goods production."

poration records. For the first quarter of 1934, contracts totaled \$462,341,500, as contrasted with only \$196,026,800 in the corresponding period of 1933.

Engineering construction, according to figures compiled by *Engineering News Record*, shows heavy public works awards are now at the highest figure of the year, and engineering construction of all types is 323% higher than last year.

Bank Debits: For the week ended April 18, it was 8% above the total reported for the preceding week, and 65% above the total for the corresponding week last year.

Detroit Employment: Employment in the Detroit area for the first half of April was 111.2% of the 1923-1924 average—the highest point since May, 1930.

Steel Output: The current average is 54.4% of capacity for the industry as a whole, with the Youngstown area operating at 60% and Detroit mills at 94%.

Retail Sales: Running well above last year, but prices seem to be increasing more rapidly than incomes.

Car Loadings: Loadings for the April 14 week were 578,837 cars as against 498,182 in the corresponding week of 1933.

Automobile Output: Current production is at the rate of more than 90,000 units a week, the highest level since the Spring of 1931. The April output is expected to reach or exceed 400,000 and May will be the peak month of the year.

What Sales Reports Show

First quarter report of the General Electric Company shows that orders increased 50% over the 1933 period. . . . Orders for the new Plymouth have ex-

ceeded the 200,000 mark, compared with 42,473 in the like 1933 period. . . . Revenue passengers carried on United Air Lines in the first quarter was 70% greater than last year.

• • • These records from three diverse industries are illustrative of the change which gladdens the hearts of sales executives and acts as a palliative for the worries engendered by Congressional reformers. *Facts* about business continue to be better than business *sentiment*.

• • • Department store sales in March gained 44% over last year. The largest gains by Federal Reserve districts were: Atlanta, 71%; Cleveland, 67%; and Dallas, 58%. The smallest gains were: Minneapolis, 29%; New York, 32%; and San Francisco, 40%.

• • • An analysis of General Electric Company sales of refrigerators shows that distributors in farm sections are making the best showings. Against an average sales increase of 257% for the first quarter of the year, observe these district sales percentage increases in farm and mining states: Salt Lake City, 4,870; Dallas, 468; Fargo, 438; Birmingham, 598; Des Moines, 672; El Paso, 677; Butte, 694. The big gains are not wholly confined to rural sections—witness Detroit, with a 674% gain.

• • • The automobile makers continue cheerful. Retail dealer sales of Chrysler and Plymouth cars last week reached the highest total since the Summer of 1929, and orders for Chrysler cars for the year to date exceed by 5,000 units the production of 1933. . . . General Motors

overseas volume for the first quarter was not only well above 1933 but 83% above the 1932 period, and at the highest level since May, 1930. . . . Retail deliveries of Buicks during the first ten days of April were greater than any similar period in the last two years. . . . Terraplane and Hudson sales are back to the level of May, 1930.

• • • Consolidated sales of makers of electric refrigerators show that for the first three months of the year they realized 133.3% of quota. Leading fifteen states were Alabama, 204.8%; Oregon, 199.2; Oklahoma, 198.9; West Virginia, 198.9; Kansas, 197.4; Texas, 197.4; Tennessee, 196.6; Missouri, 194.5; Georgia, 193.6; North Carolina, 188.6; South Carolina, 188.6; Wyoming, 187.4; Maryland and D. C. 186.9; Arkansas, 185.7; Virginia, 171.1. In only five states did the refrigerator makers fail to make quota—Connecticut, Maine, New Hampshire, Vermont and Minnesota.

Newspaper Comeback

Newspaper advertising in the month of March increased 36% over last year and is practically back to the level of 1932, according to a check made by Media Records, Inc., of all newspapers in fifty-two cities. Automotive advertising went ahead of the 1932 figures; financial and total display were practically even, and the department store lineage was within 18 per cent of the peak year of 1929.

• • • L. W. Waters, vice-president in charge of research and development of the General Foods Corporation, says, "I believe that a large part of the American people are impatient with present standards of living and that they will be just as impatient ten years from now. They will always be wanting better foods, better clothing and better housing." This urge has been nurtured by commercial research, by our educational system, and by national advertising. Twenty years ago there were only 200 industrial research laboratories in the United States, today there are 1,700.

• • • An analysis of first quarter earnings reports, issued last week by 70 important corporations, shows that 65 improved their positions over last year.

• • • A current report of the International Economic Research Bureau says, "Never before in the history of the country was the money market in as strong a position as it is at the present time. We believe that this condition will force yields on bonds, preferred stocks, and equities to levels that have not been seen within the life of the present generation. We continue to feel that nature will play a part during the coming months of far more importance than politics. We believe that the combination of unusually heavy Spring floods, with the resulting damage to farm lands, taken with serious Spring droughts in some sections and rainy summer weather, accompanied by large bug damage—will create a condition where food prices will rise to abnormally high levels, and result in large profits to those sections having accumulations of grains on hand.

"We feel that the damage to crops will be so great that it will force materially high levels for all grains and for cotton, and that these higher prices will add another charge of dynamite to a general market situation already surfeited with higher prices and that as a result we will have another period of excessive speculation in both commodities and common stocks.



Big Round Dollars: Wilbur Carl, in center (above), sales manager of Fields Motor Car Company, Portland, Oregon, caresses stacks of silver prize dollars for Chevrolet salesmen. The heavy "iron men" are highly efficient stimulators in Fields' contests. See story on page 449.

A Picture Page Review of News in Marketing

Pontiac Ad Chief: Frank A. Berend (right), mounts from assistant advertising manager for Chevrolet to head adman for Pontiac. Before entering the General Motors clan a year ago, Mr. Berend was an agency executive, a hotel manager and a sales promoter for such hotels as the Fort Shelby, Detroit, and Ritz Tower, New York.



Plymouth's Texan: D. S. Ed-dins (below) is Plymouth Motor's new vice-president and general manager. On the staff of Chrysler Corporation since last December, he has behind him a long career as an automobile service and sales executive. Waco, Texas, papers will probably carry the story: "Another Local Boy Makes Good."



Beer Straight Eight: Oshkosh Brewing Company's party package holds eight bottles of lager, instead of the customary three or six. Therefore, reports Frank Norris, sales manager of the Oshkosh, Wisconsin, firm, bottled beer sales have doubled. The package is not only convenient to carry, but in addition it has die-cut coasters on the sides which may be easily punched out and used to protect the mahogany table when serving "Chief Oshkosh."

Mother and Singer: Mme. Ernestine Schumann-Heink (right), opera and concert singer, goes on the NBC network for Gerber Products, strained vegetables for babies. The diva ought to know something about children, for she has eight sons, eleven grandchildren and four great-grandchildren. She will give memoirs of her home and stage life, interspersed with the songs which have made her so famous. Here she is laughing with her manager over the details of a still busy career.

Photo by Wide World



What Products Does the Druggist Push?

WHEN a customer does not specify the brand wanted, or indicates uncertainty, or asks the druggist's advice—what product does the druggist recommend or deliver without comment?

The answer is important to any manufacturer, for the druggist acts in a semi-professional role with his customers, and his recommendations consequently carry more weight than those, for example, of the average grocer's clerk.

SALES MANAGEMENT commissioned Ross Federal Service to make a survey in eight metropolitan cities and their trade areas to determine for 18 classifications of drug store products the answers to the question in the first paragraph. (See reduced facsimile of the questionnaire form used by the Ross investigators.)

774 Druggists Name Favorites

Complete reports were received from 774 druggists, all of them independents or local chains. Johnson & Johnson's adhesive tape was recommended by 463 druggists, or more than 50%, and thereby gets the laurel wreath as the most widely pushed and recommended item. Kotex followed with 427. Others with 200 or more mentions were Unguentine, 387; Bayer's Aspirin, 336; Phillip's Milk of Magnesia, 275; Bauer & Black's adhesive tape, 255; Modess (J & J) 246; Listerine 245; Energine, 216; Ex-Lax, 203.

The number of brands mentioned in the 18 classifications were:

Aspirin	45
Milk of Magnesia.....	54
Hair tonic	78
Spring tonic	111
Head cold remedy.....	97
Cough medicine	88
Rubbing alcohol	96
Headache remedy	92
Shaving cream	70
Tooth paste	63
Indigestion remedy	95
Stain remover	84
Sunburn remedy	64
Hot water bottle.....	54
Adhesive tape	18
Cathartic	86
Mouth wash	74
Sanitary napkins	34

Total1,313

Cities covered, and the number of druggists in each from whom fully-

[420]

The tenth of a series of dealer and consumer market investigations made exclusively for Sales Management by the Ross Federal Service, Inc., New York.

completed answer forms were received: New York, 200; Boston, 100; Philadelphia, 100; Buffalo, 50; Cleveland, 50; Detroit, 100; Indianapolis, 50; Chicago, 124.

Considerable variance was shown in the eight cities, with Philadelphia standing out because the druggists confined their recommendations to a relatively small number of widely advertised brands. Chicago druggists were more strongly sold on A. D. S. products than those of any other city; New York druggists on Squibb products.

With very few exceptions brands showed no uniform strength in all markets. Only 37 products out of a total of 1,313 received recommenda-



The May 15 Survey: Grocer's Recommendations

Independent, Co-op. and local chain grocers in eight cities were asked the same question by Ross Federal investigators which the druggists answered in this issue. Nineteen classifications of branded grocery store products were included in the survey. The results will be published in the May 15 issue of SALES MANAGEMENT.

See page 440 for announcement of a follow-up survey on advertising to appear June 1.

tions in every city. In most cities one to three brands received from 60 to 80% of the recommendations.

A study of consumer advertising records shows that in most of the classifications the advertising effort is spread out more evenly, with at least a half dozen products being heavily and consistently advertised.

The study indicates that the majority of the makers of drug store products should make a more determined effort to make the druggist want to sell their goods.

Why Retailer Brand-Hostility?

Many were the complaints registered by druggists over price and discount policies. The head of Schettler's, a Detroit chain of ten stores, told the Ross investigator that they have their own brand for most of the classifications in the survey because it eliminates them from the price-cutting activities prevalent in most stores on nationally advertised products. A Cleveland druggist was very frank—"I push any product on which I make money."

A Fort Wayne druggist made running comments on manufacturers of the various groups of products. "Line up with Squibb on about all lines they make . . . dislike Bayer's price policies . . . very little hair tonic sold but recommend Fitch because of free deal . . . ditto free deals on Vick's . . . push Norwich Pine Tar and A. D. S. spring tonic because lots of old stock on hand . . . why sell cheap rubber goods—so I push Davol . . . Johnson and Johnson allow a good profit on their adhesive tape . . . to hell with Kotex and their unfair practices with the little fellow."

Phillips, Bayer, Listerine and Kotex came in for more criticism than any other manufacturers. The criticism may be unfair but it exists. Some druggists went so far as to say that they not only do not recommend these products but no longer stock them.

In the accompanying table readers will find a number of generic names such as cascara, ephedrine, citrate of magnesia, etc. In some cases these may have been private label goods, in others, unbranded goods sold from bulk. In tabulating the returns no "editing" was done on the survey answer blanks.

SALES MANAGEMENT

When Buyers Fail to Specify Brand, What Drug Products Do Dealers Push?

Product	Boston	Buffalo	New York	Philadelphia	Detroit	Cleveland	Chicago	Indianapolis	TOTALS	
ASPIRIN.....	Bayer Squibb McKesson Private	Bayer McKesson Squibb Rexall	Squibb Bayer Private McKesson	Bayer Squibb Hance Sm. Kl. & Fr.	Bayer United Drug Squibb McKesson	Bayer Squibb McKesson Private	Bayer A D S Squibb Private	Bayer Merrell Nyal United Drug	1 Bayer 2 Squibb 3 McKesson 4 United Drug	5 Private 8 Nyal 7 A D S 8 Norwich
MILK OF MAGNESIA.....	Phillips McKesson Private Squibb	McKesson Phillips Norwich Rexall	Squibb Phillips Private McKesson	Phillips Squibb A D S Norwich	Phillips Rexall Squibb Nyal	Phillips McKesson U R E Norwich	A D S Phillips Squibb Morris	Phillips Nyal McKesson United Drug	1 Phillips 2 Squibb 3 A D S 4 McKesson	5 Private 6 United Drug 7 Norwich 8 Nyal
HAIR TONIC.....	Noonan Private Wildroot Kremi	Wildroot McKesson Vaseline Rexall	Vitalis Wildroot Fitch Kremi	Vitalis Vaseline Wildroot Fitch	Wildroot Vaseline Lucky Tiger Nyal	Wildroot Lucky Tiger Fitch Pinaud	Wildroot Vitalis Fitch Lucky Tiger	Vaseline Wildroot Danderline Lucky Tiger	1 Wildroot 2 Vitalis 3 Vaseline 4 Fitch	5 Lucky Tiger 6 Private 7 United Drug 8 Nyal
SPRING TONIC....	Private Beef, I & W McKesson United Drug	McKesson Nyal Private Parke Davis	Private Brewer McKesson Parke Davis	Indovin S S S Vinol Ovoferrin	S S S Nyal Private United Drug	S S S Parke Davis Private Penslar	A D S Private Beef I & W S S S	S S S Nyal Private United Drug	1 Private 2 S S S 3 A D S 4 McKesson	5 Nyal 6 United Drug 7 Parke Davis 8 Brewer
HEAD COLD REMEDY.....	Private United Drug McKesson A D S	Private McKesson Vicks Mistol	Private Ephedrine Grove McKesson	Mistol Vapex Grove Vicks Drops	Private Vicks Hill's Grove	Private Grove Vicks Vicks	A D S Bromo-Qui Private Vicks N D	Private Vicks N D Nyal Grove	1 Private 2 Grove 3 Vicks N D 4 A D S	5 Vapex 6 Mistol 7 United Drug 8 McKesson
COUGH MEDICINE	Private United Drug McKesson Pertussin	McKesson Norwich Private Pertussin	Private Rem McKesson Arday	Rem Smith's Pertussin Creoturpin	Rem Private Nyal Smith	Private Rem Pertussin Nyal	Rem Private A D S Pertussin	Private Rem Norwich DeWitt	1 Private 2 Rem 3 Pertussin 4 Smith	5 McKesson 6 Nyal 7 A D S 8 United Drug
RUBBING ALCOHOL.....	Private McKesson A D S United Drug	McKesson Norwich United Drug Nat'l Phar.	A D S McKesson Schieffelin Private	Mifflin Alcowaash Norwich United Drug	United Drug A D S McKesson Parke Davis	McKesson U R E A D S Parke Davis	A D S Norwich U R E McKesson	Merrell McKesson United Drug A D S	1 A D S 2 McKesson 3 Norwich 4 Private	5 Mifflin 6 United Drug 7 Alcowaash 8 Parke Davis
HEADACHE POWDER OR TABLETS.....	Private McKesson United Drug Bromo Seltz.	Anacin United Drug Private Acidene	Midol Private Pyramidon McKesson	Bromo Seltz. Hexin Bayer Bromo Caff.	Anacin Hedaid Private United Drug	Anacin Aspirin Private Pyramidon	Orangeine Private Anacin A D S	Private Dr. Miles Anacin United Drug	1 Private 2 Bromo Seltz. 3 Anacin 4 Midol	5 Penslar 6 Orangeine 7 McKesson 8 United Drug
SHAVING CREAM.	McKesson Palmolive United Drug Squibb	McKesson Colgate Swav Squibb	Squibb Colgate McKesson Arday	Palmolive Barbasol Colgate Burma Shave	Colgate Palmolive Parke Davis Williams	Palmolive Colgate McKesson Molle	Palmolive Mennen Barbasol Williams	Colgate McKesson United Drug Lifebuoy	1 Colgate 2 Palmolive 3 McKesson 4 Squibb	5 Barbasol 6 Williams 7 United Drug 8 Burma Shave
TOOTH PASTE.....	Squibb McKesson United Drug Colgate	McKesson Dr. West Squibb Colgate	Squibb Colgate McKesson Arday	Listerine Pepsodent Kolyons Ipana	Colgate Squibb Listerine United Drug	Colgate McKesson Squibb Phillips	Colgate Pepsodent Squibb Dr. West	Colgate Pepsodent Ipana Dr. West	1 Squibb 2 Colgate 3 Pepsodent 4 McKesson	5 Listerine 6 Dr. West 7 Ipana 8 United Drug
INDIGESTION REMEDY.....	Private United Drug McKesson Norwich	Norwich McKesson Nyal Private	Private Bell-Ans Acidene Norwich Bisodal	Bell-Ans Acidene Bisodal Tums	United Drug Nyal Norwich Bell-Ans	Bisodal Bell-Ans Hobson Private	Bell-Ans Bisodal Norwich Acidene	Private Norwich Nyal United Drug	1 Private 2 Bell-Ans 3 Norwich 4 Bisodal	5 United Drug 6 Nyal 7 Acidene 8 Tums
STAIN REMOVER.	Energine Carbona United Drug Bell	Gartside Carbona Energine Silk Clean	Energine Carbona Noring Private	Carbona Griffin Energine Putnam	Energine Carbona Private Gartside	Energine Minton Carbona Mufti	Bells Energine Wilson Carbona	Energine Mufti Nyal Rit	1 Energine 2 Carbona 3 Bell 4 Private	5 Griffin 6 Putnam 7 Gartside 8 Noring
SUNBURN REMEDY.....	Unguentine Private McKesson United Drug	Unguentine McKesson Private Parke Davis	Unguentine Noxzema Private Burnaid	Noxzema Unguentine Sunax Dermic Lot.	Unguentine Nyal Italian Balm Private	Unguentine Norwich S L Private Hobson	Unguentine Private Italian Balm Bell	Unguentine United Drug Nyal McKesson	1 Unguentine 2 Noxzema 3 Private 4 McKesson	5 United Drug 6 Nyal 7 Burnaid 8 A D S
HOT WATER BOTTLES.....	Davol United Drug Goodrich McKesson	Goodrich U S Davol Miller	Goodrich Miller U S Davol	U S Faultless Seamless Druca	Davol United Drug Miller Goodrich	Davol Goodrich U S Faultless	Davol Miller U S Goodrich	Goodrich Faultless Davol United Drug	1 Davol 2 Goodrich 3 U S 4 Miller	5 Faultless 6 United Drug 7 Goodyear 8 Seamless
ADHESIVE TAPE..	J & J B & B Bay United Drug	J & J B & B United Drug Bay	J & J B & B White Cross United Drug	J & J B & B United Drug	B & B J & J United Drug Bay	J & J B & B Zonas Frank	J & J B & B A P C Bay	B & B J & J United Drug A D S	1 J & J 2 B & B 3 United Drug 4 White Cross	5 Bay 6 A D S 7 Parke Davis 8 McKesson
CATHARTICS.....	Private Ex Lax United Drug Allophin	McKesson Ex Lax United Drug Cascara	Cit. Magnesia Cascara Ex Lax Private	Ex Lax Sal Hepatica Feenamint Eno	Ex Lax Norwich Nyal United Drug	Ex Lax Norwich Private Cit. Magnesia	Ex Lax Castor Oil Private Cascarets	Norwich Cascara Ex Lax United Drug	1 Ex Lax 2 Private 3 Cascara 4 Cit. Magnesia	5 Norwich 6 United Drug 7 Feenamint 8 McKesson
MOUTH WASH....	Private Listerine McKesson United Drug	McKesson Pepsodent Nyal Private	Listerine Lavoris Arday Private	Listerine Pepsodent Lavoris Glycothy	Listerine Pepsodent United Drug Private	Listerine McKesson Lavoris Pepsodent	Listerine Lavoris A D S Pepsodent	Listerine Vicks Nyal Norwich	1 Listerine 2 Pepsodent 3 Lavoris 4 Private	5 McKesson 6 United Drug 7 A D S 8 Nyal
SANITARY NAPKINS.....	Kotex Modess McKesson United Drug	Kotex Modess Frens Gauzettes	Kotex Modess Venida Arday	Kotex Modess	Kotex Modess Frens Veldown	Kotex Modess Frens Twelve Pax	Kotex Modess Naps Veldown	Kotex Modess United Drug Nyal	1 Kotex 2 Modess 3 Frens 4 Venida	5 Arday 6 United Drug 7 Sanipak 8 Veldown

Ross Federal Service, Inc.
4 East 40th Street
New York City

ROSS STORE SURVEY FOR SALES MANAGEMENT

INSTRUCTIONS: What manufacturer's brand of the following products do you recommend first, or deliver without comment, when a customer does not specify brand wanted, expresses uncertainty as to brand wanted, or specifically asks your advice?

Aspirin	<u>SQUIBB</u>
Milk of Magnesia	<u>SQUIBB</u>
Hair Tonic	<u>VITALIS</u>
Spring Tonic or Build-up Tonic	<u>A.D.S.</u>
Head Cold Remedy	<u>VAPOR-INHALANT</u>
Cough Medicine	<u>OWN-MAKE</u>
Rubbing Alcohol	<u>SHERFLIN</u>
Headache Powder or Tablets	<u>OWN-MAKE</u>
Shaving Cream	<u>COLGATE</u>
Tooth Paste	<u>COLGATE</u>
Indigestion Remedy	<u>OWN-MAKE</u>
Stain Remover	<u>CARBONA</u>
Sunburn Remedy	<u>UNGUENTINE</u>
Hot Water Bottle	<u>GOODRICH</u>
Adhesive Tape	<u>J+J</u>
Cathartics	<u>EX-LAX</u>
Hot Water	<u>A.D.S.</u>
Sanitary Tackles	<u>KOTEX</u>

NOTE: Be sure to assign person interviewed that his name and address will not be used.

Name of store BEONNY
City BEONNY
State N.Y.

Store Representative Alvin Horne

This Bronx druggist was one of 774 in eight major markets who told Ross Federal investigators what brands he recommended. The results of a similar investigation of food products will be published May 15.

Aspirin

Bayer, Squibb and McKesson were the only national brands mentioned in every market, with the first of these leading in every market except New York. Approximate percentages were Bayer, 40; Squibb, 23; McKesson, 7.5.

Milk of Magnesia

Phillips, Norwich, Squibb and A. D. S. received votes in every market. Phillips had approximately 34.5% of the recommendations; Squibb, 13; A. D. S., 12; McKesson, 9.5.

Hair Tonic

Out of 78 brands mentioned only the following appeared in every market: Wildroot, Fitch and Vaseline. Leaders divided the recommendations as follows: Wildroot, 17; Vitalis, 12; Vaseline, 9; Fitch, 6.5; Lucky Tiger, 4.

Spring Tonic

One hundred and eleven brands were mentioned, but not a single one received recommendations in every market. Private brands led with 19%, followed by S. S. S., 9; A. D. S., 6.5; McKesson, 6; Nyal, 5; United Drug, 4.

Head Cold Remedies

Out of the 97 brands mentioned only Vick's nose drops and Grove's Bromo Quinine showed up in all markets. Private brands led with 19%, followed by Grove, 9; Vick's, 8; A. D. S., 5.5; Vapex, 5.5; Mistol, 5.2; United Drug, 5.

Cough Medicines

Rem was the only one of 89 products to be recommended in all city areas. Private brands led with 25%. Leading national brands were Rem, 20%; Pertussin, 6.2; Smith Brothers, 5.4; McKesson, 4.8, and Nyal, 3.8.

Rubbing Alcohol

Ninety-six brands and not a single one recommended in all markets! A. D. S., missing only in Philadelphia, led with 18% of the mentions, followed by McKesson, 10.5; Norwich, 9.3; Private, 8.6; Mifflin, 8.5; United Drug, 5.6.

Headache Powders and Tablets

Private brands led the group of 92 products with 16%, followed by Bromo Seltzer (the only product recommended by druggists in every major market), 11.5; Anacin, 8; Midol, 5.5; Orangeine, 4.1; Penslar, 4.1, and McKesson, 3.6. Bayer received 66% of the Philadelphia votes.

Shaving Cream

Colgate, Barbasol, Williams and Listerine were the four brands receiving mentions in all cities. Seventy brands were mentioned and Colgate, the leader, had only 14.6% of the votes. Palmolive, made by the same company, had 13.1; McKesson, 8.5; Squibb, 8.1; Barbasol, 5.4; Williams, 5.1; United Drug, 4.1; Burma Shave, 3.3; Swav, 3; Parke Davis, 2.9; Mennen, 2.6. One druggist paid a tribute to Barbasol's radio program when he

said that he recommended "Sam's Brushless."

Tooth Paste

Pepsodent, Colgate, Squibb and Listerine were the only brands out of the total of 63 to receive recommendations in all markets. Ipana, high in rank in our surveys of best sellers and consumer preferences, was conspicuously low in this dealer recommendation survey. Leaders, with their approximate percentages, were Squibb, 18.4; Colgate, 14.4; Pepsodent, 9.1; McKesson, 7.6; Listerine, 7.3; Dr. West, 6.3; Ipana, 4.4, and United Drug, 4.3.

Indigestion Remedy

Out of the 95 products mentioned, only Bell-Ans, Norwich's Pepto-Bismol and Bisodol were recommended in all markets. Private brands led with approximately 16%, followed by Bell-Ans, 15.3; Pepto-Bismol, 8.4; Bisodol, 7.3; United Drug, 5.9; Nyal, 4.3; Acidine, 4, and Tums, 3.

Stain Remover

Energine was the only one of 84 brands to receive recommendations in all markets, and it had 24.5% of all mentions. Carbona was second with 14.1, followed by Private, 3.4; Griffin, 2.9, and Putnam, 2.6. Included were liquids, soaps and "dry" cleaners.

Sunburn Remedy

Unguentine was the only one out of 64 products to receive recommendations in all cities. It had 43.4% of the recommendations. Noxzema, which has aggressively promoted its use as a sunburn remedy, stood second with 11.5. Private brands had 7.6; McKesson, 5.1, and United Drug, 2.6.

Hot Water Bottles

Faultless, Goodrich and U. S. received recommendations in all markets, but Davol led the 54 brands with 19%. Next in order came Goodrich with 18; U. S., 12.3; Miller, 10.8; Faultless, 6.7; United Drug, 5.6; Goodyear, 3.

Adhesive Tape

This was the smallest field so far as number of manufacturers were concerned. Johnson and Johnson led the group of 18 makers with approximately 58% of the recommendations, followed by Bauer and Black with 31.9%. These two makers were the only ones who showed up in all cities.

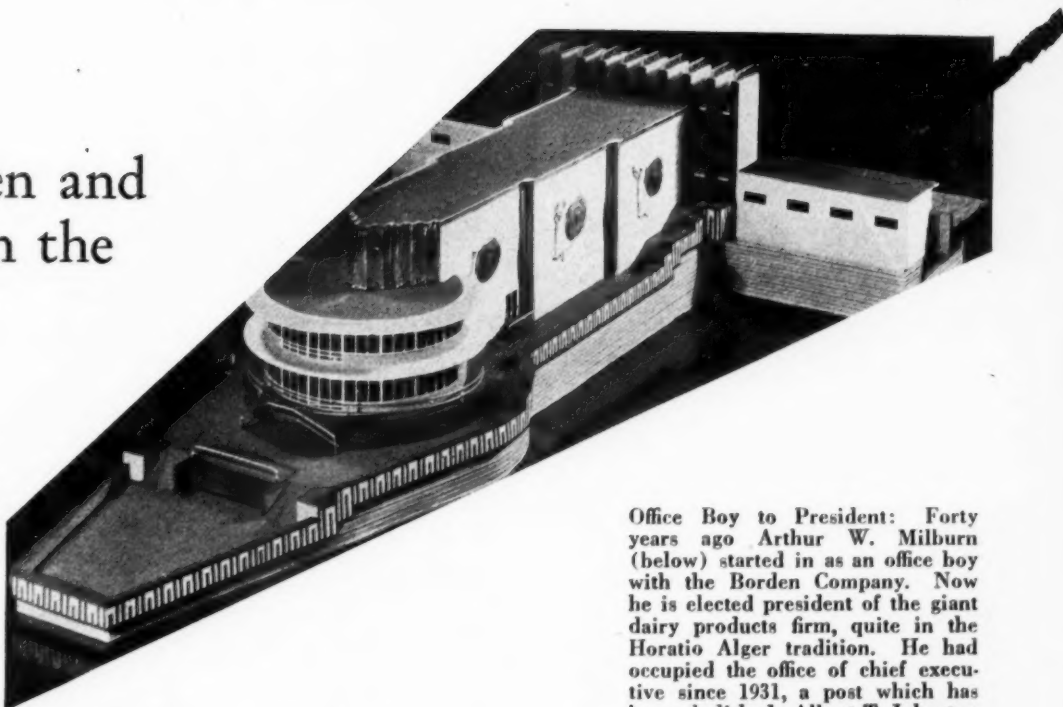
Cathartics

Another big classification, with 86 products mentioned, of which only Ex-Lax received recommendations in all cities. The Ex-Lax vote was 25.4% of the total. Private brands followed with 7.1; Norwich, 4.4; United Drug, 4; Feenamint, 3.8; McKesson, 3.5; Sal Hepatica, 3; Eno's, 2.5.

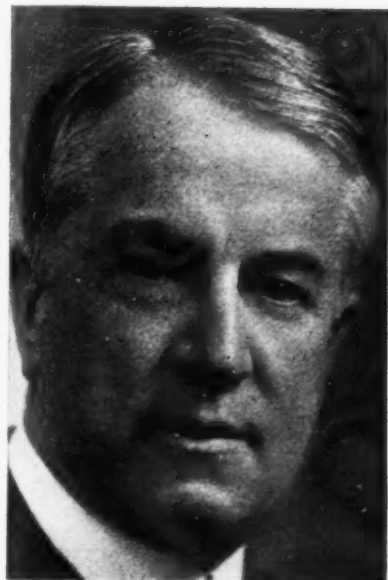
(Continued on page 440)

Mice and Men and Boats—All in the Sales Parade

Armour's Navy: Old salts would cock a puzzled eye at this craft, unlike anything that sails the seven seas. It's a model of the non-S.S. Armour being built by the meat packers on piling in the Mid-Lagoon at the Chicago World's Fair. When the exposition reopens the "ship" will contain exhibits of the company's numerous products.



Office Boy to President: Forty years ago Arthur W. Milburn (below) started in as an office boy with the Borden Company. Now he is elected president of the giant dairy products firm, quite in the Horatio Alger tradition. He had occupied the office of chief executive since 1931, a post which has been abolished. Albert T. Johnston is the retiring president.



Cameramen: Frank W. Lovejoy (left) succeeds William G. Stuber as president of Eastman Kodak, the latter stepping up to the post of chairman of the board. President Lovejoy has been Kodaking for 37 years, almost as long as Chairman Stuber, who has served Eastman for 40 years.

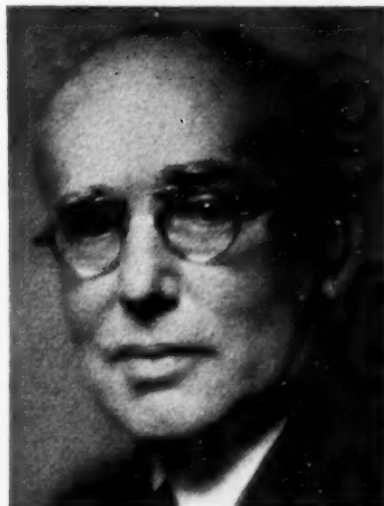


Photo by Pirie MacDonld

Mickey Joins GF: (Below) Versatile Mickey Mouse, and his pals Minnie, the Three Little Pigs et al, are appearing as cut-outs on the back of General Foods' Post Toasties packages. Heralded by newspaper, magazine and billboard ads, eight series of pictures tempt kids to munch their Toasties and say "Pooh" to the Big Bad Wolf. Walt Disney.



Blender: Edward S. Bacharach (above) comes to the Steinhardt Company, New York, as vice-president. Together with President Fred F. Steinhardt he will direct the activities of the 62-year old whiskey blending firm. Mr. Bacharach was vice-president of Standard Distilling, president of Pharmaceutical Alcohol Distilling and an executive of Schenley Products. He retired twice, but couldn't stand thumb-twiddling.



Few Brands, Clean Policies, Advertising, Win New York

BY LAWRENCE M. HUGHES

THE recent diary of Howard H. Hoyt must read something like this:

January 15: Joined Gooderham & Worts, Ltd., distillers of Toronto and Detroit, as manager of the New York sales office. January 25: Opened office at 551 Fifth Avenue. February 3: Announced opening to New York liquor trade. February 26: Started missionary men out calling on New York wholesalers. March 2: Started newspaper advertising. April 20: Had sold 20 carloads, about 45,000 gallons of whiskey, in New York City area in seven weeks since advertising began, with an average increase in business of about 22½ per cent a week.

Liquor leaders tell me that no factor in this new United States industry has a higher reputation for sound merchandising and consistent advertising than Gooderham & Worts has won in this period. In an industry already battered by ill-kept promises of producers, by price-cutting of wholesalers and retailers—by spasmodic advertising, hidden discounts, hit-or-miss merchandising, G & W stands out as a constructive exception. It has started to build soundly in this country, as it has built in Canada for 102 years.

The essence of the plan is simply concentration on a few brands, in one market at a time, sold through a small group of strong wholesalers, at a reasonable profit to producer, wholesaler and retailer and a reasonable and dependable price to consumer and backed by intensive and consistent advertising.

The first market covered was New York. The eastern part of the program is still confined to the New York metropolitan area. Howard Walton, manager of the Chicago office, recently opened the Chicago territory under the Hoyt plan.

Despite the age and prestige of Gooderham & Worts (pronounce the



first part of it *Gudrum*) Mr. Hoyt found that the New York market was not very interested in his advent. The 1,000 copies of his attractive announcement-of-opening to the trade drew but one reply. This was from a man looking for a job.

Mr. Hoyt decided he must have something even more tangible than liquor, from a merchandising standpoint, to offer the trade. He must also have a simple and direct program. The company determined to advertise in the New York market to the extent of \$250,000 a year. The copy would run week-in and week-out (and often two or three times a week) throughout the year in eight important New York newspapers. Contracts for the first thirteen weeks, totaling 8,500 lines with each, were made with the *Sun*, *Times*, *Herald Tribune*, *News*, *Journal*, *American*, *World-Telegram* and *Brooklyn Eagle*. Mr. Hoyt took the letters of acknowledgement from the newspaper advertising managers and reproduced them as part of a portfolio for his salesmen. The trade would know that here was a liquor advertiser who intended to make good his promises of promotion.

Gooderham & Worts had already appointed an advertising agency, Fletcher & Ellis. Like most other distillers, Gooderham & Worts had ac-

quired over a period of years a lot of fancy names for its products.

In the United States invasion it was decided to discard most of these names—even those of considerable standing. They retained the famous brands of "G & W Gold Label Rye," "G & W. Gold Label Bourbon" and "G & W. Canadian 'Special.'" Gooderham & Worts felt that the simplification of types and names would prove a big asset in introducing their products to the United States. They would be known, respectively, G & W Gold Label Rye, G & W Gold Label Bourbon, G & W Canadian "Special," and, according to the blend, as G & W Five Star, G & W Three Star and G & W Two Star. The G & W identity was thrust ahead of brands. The slogan became "Judge your whiskey by the Stars." "Stars," says Mr. Hoyt, "are a recognized gradation of whiskey anyway."

In the meantime, Mr. Hoyt was recruiting and training a force of 20 specialty salesmen. They are all salaried men. When they started out to call on the trade February 26, they carried no bottles, except occasionally empty ones—only the portfolio. In addition to proofs of advertisements, and the letters from newspaper advertising managers, the portfolio contained labels of the various products.

An All-Star Cast of "G & W" Whiskies Enriched by Aged and Bonded Stocks

G & W FIVE STAR

G & W THREE STAR

G & W TWO STAR

Quality Whiskies at Popular Prices

Gooderham & Worts, Limited
DETROIT, MICHIGAN, U. S. A.

EASTERN SALES OFFICE:
Gooderham & Worts, Limited
551 FIFTH AVENUE - NEW YORK
Telephone Call Whiskey 3-1115/3-5435

Judge Your Whiskey by the Stars!

G & W Five Star... G & W Three Star... G & W Two Star... each brings you a rich inheritance of those unique qualities that have for a hundred years made men speak of Gooderham & Worts affectionately as "G & W."

In fact, they are not so much the names of whiskies as symbols of a century-old confidence between old friends and Canada's oldest distillery... for each blend is true to its ancestry, in the quality and purity of its contents and the skill that put them together.

In these varying blends to suit variations in taste and preference, Ask for "G & W"... dealers who know good whiskey have it!

(Above) "G & W's" Introductory Ad: Throughout the campaign brands are relegated for the "G & W" name, the public urged to recognize grades by the number of stars. (Left) Conqueror: Howard H. Hoyt, manager of "G & W's" New York sales office, where business each week is showing an increase averaging 22.5 per cent.

SALES MANAGEMENT

Gooderham & Worts' "5,000,000 gallons of aged and bonded whiskey over four years old" was emphasized. So was a suggested retail price of \$1.50 a pint for the Five Star, \$1.35 for the Three Star and \$1.25 for the Two Star.

G & W wanted 15 wholesalers, out of the 250 selling liquor in the New York market. They wanted only exclusive liquor wholesalers. They wanted important wholesalers. "Experience in other fields had taught me," Mr. Hoyt explained, "that 20% of the wholesalers would probably do 85% of the business. We decided we could work more effectively with a capable few." G & W has 14 wholesalers now—concerns like Charles & Company, Capitol Distributors, V. Casazza & Bros.

"In our preliminary study," he continued, "we found the market anxious to know how to make a profit. The wholesalers wanted to know how to keep their products out of the hands of price-cutting dealers. So we worked out what I named a 'Control Profit Plan.' This called for a 15% mark-up for the wholesaler; then the addition of the state tax and sale to the retailer at that price; then, with a suggested resale price, to propose that the retailer take a 33 1/3% mark-up.

"The wholesalers from the beginning were interested in our plan, but some were skeptical either of our ability or our sincerity. We told them that there would be no favorites, and no under-the-counter discounts. We gave them to understand that we would do everything we could, legally, to see that everyone concerned got a fair deal. 'You can do what you want about prices,' we told them, 'but if you don't see any advantage working under our 'Controlled Profit Plan,' policy and franchise, we're sure there are others who will.'

"We have 950 liquor store dealers in New York now (and incidentally quite a lot of hotels and restaurants), but have met only five cases of price-cutting. Three, to whom we explained, decided to sell at the suggested price. From the other two retailers, who refused, we bought all their G & W merchandise right off their shelves, and they were unable to obtain more.

"What progress we have made in New York," Mr. Hoyt concluded, "has been due, I think, to our recognition of the fact that the job should be done along the best accepted lines of merchandising—the lines that would be followed with any other quality packaged product. I've never sold liquor before, but I have sold foods and cosmetics. The problems and their solution are pretty much the same."

MAY 1, 1934

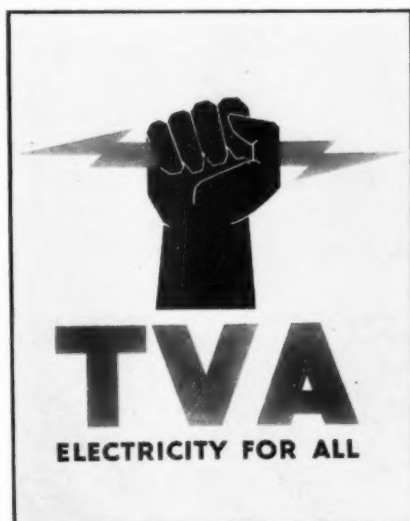
Uncle Sam Announces Program for TVA Electrical Appliances

UNCLE SAM, in the person of David E. Lilienthal, has just announced his plan for increasing the sale of electrical appliances in seven southeastern states, as a means of marketing the current of power projects, now in operation and contemplated, under Tennessee Valley Authority. Mr. Lilienthal, a director of TVA, is president of Electrical Home and Farm Authority, Nashville, its appliance marketing subsidiary.

The plan will embrace research, "education," sales promotion, sales financing, and possibly space advertising, in Tennessee, Kentucky, Alabama, Virginia, North Carolina, Georgia and Mississippi, on the immediate behalf of special "TVA brands" of electrical refrigerators, ranges and water heaters. Ultimately, an executive of EHFA tells SM, it may be extended to other appliances and other localities.

Mr. Lilienthal, W. B. Phillips, his assistant, and George D. Munger, in charge of the domestic appliance program of EHFA, and S. S. Larmon and Donald Payne of Young & Rubicam, who have been appointed advertising counsel to TVA and EHFA, will function as an "electricity and appliance sales committee."

Young & Rubicam, first advertising agency to be appointed by the Government in a long-time sales program, is working for four months for \$10,000. After that a permanent basis will be determined by the three factors involved.



John Zwinak, of Young & Rubicam, designed this TVA symbol which will be used in the electric appliance promotion and on the products participating.

To double per capita kilowatt-hour consumption in these states, it is explained EHFA has obtained the co-operation of seven makers of electric ranges, three of refrigerators and eight of electric water heaters, in producing models which will be retailed through their regular outlets and through Commonwealth & Southern utilities system at 20 to 25 per cent less than the lowest prices now prevailing. The manufacturers are:

Electric Ranges:

A-B Stove Co. (A-B), Battle Creek, Michigan; Edison General Electric Appliance Co. (Hotpoint), New York, N. Y.; A. J. Lindemann & Hoverson Co. (L. & H.), Milwaukee, Wisconsin; Malleable Iron Range Co. (Monarch), Beaver Dam, Wisconsin; Landers, Frary & Clark (Universal), New Britain, Conn.; Westinghouse Electric & Manufacturing Co., (Westinghouse), New York, N. Y.; Estate Stove Co. (Estate), Hamilton, Ohio.

Electric Refrigerators:

Kelvinator Corporation (Kelvinator), Leonard Refrigerator Co. (Len-a-dor), and Norge Corporation (Norge), all in Detroit.

Electric Water Heaters:

Malleable Iron Range Co. (Monarch), Beaver Dam, Wisconsin; Westinghouse Elec. & Mfg. Co. (Westinghouse) New York, N. Y.; Cleveland Heater Co. (Rex), Cleveland, Ohio; A. J. Lindemann & Hoverson Co. (L. & H.), Milwaukee, Wisconsin; Hynes & Cox Electric Corp. (Red Crown), Albany, N. Y.; McGraw Electric Co. (Clark), Chicago, Illinois; Edison General Elec. Co. (Hotpoint), New York, N. Y.; Philadelphia Elec. & Mfg. Co. (Pemco), Philadelphia, Pa.

TVA products will be standard products, it is emphasized, but "without trimmings." Four-cubic-foot refrigerators and three-burner-and-oven ranges will retail at \$80 or less; 30-gallon water heaters at \$65 or less. In addition to lower prices, EHFA will "ease" consumers' payments. Payment period for one of these appliances will be three years, at an interest rate of between 5 and 6%. For two or more appliances purchased, the payment period may be four years. Electrical Home and Farm Authority has a \$10,000,000 credit extension from TVA for this purpose. On selling prospects of proper credit rating, the dealer is given at once by EHFA the full amount of the stipulated price. The dealer must make necessary repossessions, however. Installments are included monthly in light bills.

The town of Tupelo, Mississippi, the first customer for TVA current, will see the first promotion activities of EHFA the middle of May. Mr. Lilienthal said that "at present EHFA is not contemplating the use of space advertising."



WRIGHT ARCH PRESERVER SHOES

In a disastrous year in the shoe business (1932) *The Digest* pulled an amazing number of inquiries for E. T. Wright & Company, Inc., and a careful check-up indicates that 51.5% of the men inquiring actually purchased, at dealers, one or more pairs of Arch Preserver Shoes at a retail price of \$8.50 to \$10.00.

● Wright Arch Preserver Shoes advertised in *The Digest* in 1932, again in 1933, and now in 1934. (Full page in the April 14th issue.)



FUL-VUE FRAMES

For the American Optical Company's Ful-Vue Frames, *The Digest* led the other six magazines on the list in low cost per inquiry and a careful check-up indicates that for every 100 *Digest* inquiries 129 people went to dealers and bought Ful-Vue Frames—an amazing record of 1.29 sales per inquiry.



NEW ENGLAND

A careful check-up indicates that four one-column advertisements in *The Literary Digest* placed by the New England Council, sent at least 5537 vacationers to New England in one summer and that their contribution to the welfare of New England merchants reached \$919,142—nearly a million dollars for a \$3520 expenditure.

● New England Council advertised in *The Digest* in 1932, 1933, and begin their 1934 schedule in May.



GEM MICROMATIC RAZORS

For the American Safety Razor Corporation's new Gem Micromatic Razor, *The Digest* was consistently at or near the top of a long list of magazines in percentage of inquiries. A careful check-up now indicates that for every 100 *Digest* inquiries Gem can account for 166 new users! What boosts these *Digest* readers are!

● The Gem Razor has advertised in *The Digest* in 1931, 1932, 1933, and now in full pages in March, April, etc.

A LITTLE ADVERTISING MONEY

The Literary

THE ONLY STATISTICS THAT ARE NEVER DULL



DAVIS SALT MACKEREL

Every advertisement placed by the Frank E. Davis Fish Company must sell a preordained quota of salt mackerel if it hopes to get repeated in the same magazine. Until 1933, the record was three times in one magazine in any year. Last year the Davis salt mackerel advertisement appeared in *The Digest* eight times — and averaged 25% above quota every time.

● Davis Fish advertisements have appeared in 1934 on January 13th, February 3rd and 24th, March 10th, April 14th, etc.



STEAMSHIP TRAVEL

A careful check-up indicates that for the Transatlantic Steamship Lines 2 2/3 pages in *The Digest* sent at least 867 people to Europe last year, and they didn't travel "tourist" either, for they spent a total of \$444,406.86 for bookings. Advertising cost: \$6400 or 1 1/2%.

● Travel advertising is a real test of quality of reader and income. It lives and thrives on concrete evidence of results. 1934 shows a 25% increase over 1933 in *The Digest's* travel lineage.



ORDINARILY six case histories do not make a case for any advertising medium. But when these six are the *only* six so far checked, and when the method of checking is a tedious but thorough one that can't be rushed, and when preliminary reports on check-ups not yet completed indicate as good or better showings — then it can be said with reasonable assurance that all signs point to the fact that *The Literary Digest* is *getting results*.

We do not claim the method employed to check results in *The Digest* is infallible. No survey method is. But it goes farther in its attempt to get the real story of results than anything anyone else has tried (within our knowledge).

No one can question the statistical factors of high income, of low cost per 1000 per \$1000 income, of influence and prestige, of readership and response (and in all of these *The Digest* does very well, thank you). No one can question the number of actual advertisements delivered for every dollar you spend. And you can't laugh off the fact that *The Digest's* leadership in all these brackets is very logically reflected in checkable dollars-and-cents results, and that *The Digest* is taking the initiative in a sincere, but none — too — altruistic effort to check them. *The Literary Digest*, 354 Fourth Ave., New York.

GOES A LONG LONG WAY IN

Digest



MAY 1, 1934

[427]

Despite Engineering Snags, Air Conditioning Forges Ahead

The air conditioning industry, like every young industry, is having growing pains. Engineering perfection is still a country block away, but research is going on apace. Meanwhile a number of big companies are campaigning for sales, overcoming obstacles as best they can.

BY E. W. DAVIDSON

THIS may be air-conditioning's biggest year. The giants of the "five billion dollar"* industry are stirring feverishly. But there is no denying the fact that sales developments haven't come as rapidly as had been expected and hoped for in many quarters, due almost entirely to the failure of engineering to keep pace with sales-thinking.

At least this is true: big companies are making a determined effort to develop marketing machinery to reach the enormous potential market that awaits reasonably priced air-conditioning equipment, so that when a higher degree of engineering perfection is achieved, they will at least have laid the groundwork; salesmen who knew nothing of air-conditioning will be partially trained; distribution facilities will exist in some degree.

Old-line companies—the Carriers, the Yorks, the Sturtevents—who have been conditioning air in industry for years, are increasing their sales activities, mainly with breweries, railroads and business installations in mind.

Enter Refrigerator Giants!

But this year sees new giants stealing the selling show. The great manufacturers of household electric refrigerators, led by General Electric, Frigidaire and Westinghouse, are barging in. And their entry means a sensational drive to sell *comfort* air-conditioning . . . not only in restaurants and stores where "cooling for profit" aids sales and opens the year's biggest volume opportunities, but also in homes where, until now, the veteran angels have feared to tread boldly.

The most outstanding trend within

*Estimate of potential market by General Electric. No tabulated figures on sales of air-conditioning equipment exist in any quarter to the knowledge of this magazine.

the industry—if, indeed, such unrelated companies can be classed as an industry—is this year toward smaller, more decorative units, easier to install, and priced more nearly within the reach of the masses. However, engineering must go hand in hand with selling and this fills the land with training courses and with engineering brains to check and double-check zealous salesmanship. So selling of air-conditioning is steadily growing more stable.

Conquest of the Home

While the bulk of the business, everyone agrees, will this summer be in the "cooling for profit" field, the new giants have the temerity to plunge into the home field in spite of the baleful prophecies of their air-conditioning elders.

These statesmen feel that the day of offering year-around conditioning to homes is not yet. Summer air refrigeration costs too much. Houses are not built for it. Automatic control of indoor humidity cannot be made to adjust itself to outdoor temperature changes . . . you must change your wall control by hand every time a cold snap comes along if you are to avoid streaming walls and windows.

General Electric is charged with starting a stampede. Fresh from selling its oil furnace into homes, it was already half-way into home air-conditioning before it added humidification and summer cooling. It has forced the hand of Westinghouse, et al. But they will all pay plenty for their brash forwardness before they learn this business. So say the elders.

However, these companies are not rushing in blindly. They have tested their air-conditioning equipment in experimental homes long enough to know what they are about. They know



The trend is toward unit-type air conditioners this year. This one, for home or office, connected to the regular heating system, cools air in summer, conditions it the year 'round.

the cost of winter heating can be reduced by winter humidification. And they are beginning to sell the country on that.

They are selling the idea that cleaning and humidifying home air reduces dirt and germs; lessens chances for sickness; makes furniture and rugs last longer; keeps women's hair from getting so brittle, and their skin so dry. And that properly circulated air makes any home more comfortable. So much for winter air-conditioning.

The play for summer cooling in homes is less strong, but it is there, nevertheless. You can't do it adequately with water; water isn't cold enough. Ice won't do because tests show an average house of eight rooms would melt several *tons* of ice every day. Electric refrigeration coils do the job best and their very cooling action extracts uncomfortable humidity from the air, thus performing the required double summer duty.

These companies offer every degree of home air-conditioning. They start with year-around heating, cooling, circulating and humidity control, using any standard heater (of course, GE promotes its own). Equipment alone ranges upward from \$1,000, installation extra. Then there are separate room radiator units for \$600-plus, that give 12-month service; separate units for as low as \$300 that merely provide one-room summer cool-

SALES MANAGEMENT

ing; or separate humidifiers for the whole house, to operate independently.

These leaders, however, are engineering minded. They do not offer any of the heterogeneous collection of gadgets and little devices with which many manufacturers have filled the market under the name of "air-conditioners." Such merchandise can be bought for as little as \$7.50—a fan, a rag and a water can.

Instead, the giants today are hewing closer to the line in using the name "air-conditioning." Harassed engineers of the industry have been trying for years to define the term. Today the final definition, as written by the

industrial coverage by engineer-salesmen.

This Spring's spectacular expansion of selling organization gives the giants plenty of growing pains. But General Electric already has carefully selected 150 dealers who now have more than 1,500 salesmen covering the various home and business fields. Dealers already holding the G-E oil burner franchise form the nucleus of this army. A few G-E refrigerator distributors with strong technical setups are also in the ranks. Many others have been added to the list this Spring.

Factory instruction in air-condition-

an installation is made, each man must turn in a report carefully detailing information about the space to be conditioned. This is double-checked by an engineer.

By this means the giants hope to reduce the number of black eyes overzealous salesmen may deal air conditioning by their willingness to sell anything anybody will buy regardless of its fitness for its job.

Larger installations in business and industry, whether central heating and cooling plants, or separate floor or ceiling units for year-around service, installed singly or in multiple, are not handled by specialty selling.

Every company in the industry is after this market and every one realizes the necessity for careful engineering. Carrier, York, Sturtevant, De La Vergne, Parks-Cramer and the other well-established producers go after it through district office engineer-salesmen.

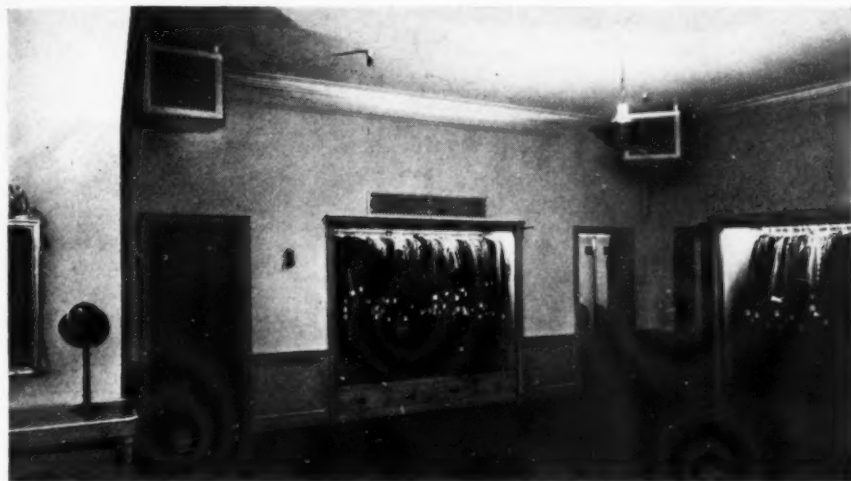
Furnace Makers Want Share

Most of these companies, particularly Carrier, realize the necessity for getting into closer contact with the entire national market as interest in air conditioning rises, and are extending their list of properly equipped dealers. Through these not only will the bulk of today's business be reached, but their experimental installations will build up the manufacturers' relation to the home market.

"It may take five years to get proper air conditioning ready for homes," said a veteran sales manager, "but, of course, it's coming and we expect to be right on the spot with it when the day arrives. Houses will have to be built better and differently. Refrigeration will have to be less costly and more efficient . . . possibly with a steam jet instead of a compressor, who knows? . . . and we'll have to relate indoor humidity to outdoor temperature automatically. But we'll have all these things."

Meanwhile furnace makers are working mightily on the home problems, stimulated by their heating experience. One or two have been restrained from advertising "complete home air conditioning for \$200 or \$300"; but several others, notably Edwards Manufacturing Company, of Cincinnati, have begun marketing a year-around unit of high technical repute. The American Radiator Company has teamed up with Fox Furnace to produce a household unit and with Campbell Metal Window for business and industrial systems, using American blowers. But they, too, are wary of 12-month home conditioning. Crane

(Continued on page 453)



It's the little stores and restaurants that offer the biggest market for air conditioning equipment this year. A couple of ceiling-type cooling units and an outlet wall grille like these make customers stay longer, buy more. Photo courtesy Carrier Engineering Corporation.

American Society of Heating and Ventilating Engineers, is this:

"Air-conditioning: The simultaneous control of all or at least the first three of those factors affecting both the physical and the chemical conditions of the atmosphere within any structure. These factors include temperature, humidity, motion, distribution, dust, bacteria, odors, toxic gases and ionization, most of which affect, in greater or less degree, human health."

This definition puts a limit on the present-day size of the air-conditioning manufacturing industry. While there are 168 companies making equipment that performs certain conditioning functions, only about 25 can approach complete fulfillment of the A. S. H. V. E. definition, and all are bothered by the words "simultaneous control."

Hardly a dozen are now selling nationally, and of these only G-E, Frigidaire and Westinghouse are actually set up to do a specialty selling job, in addition to commercial and

ing equips dealers to go home and conduct three to five days training courses for each new group of salesmen, under the watchful eyes of a G-E district sales representative.

Frigidaire, with a skeleton crew recruited throughout the past five years, started its expansion last year, learned some lessons, and this year is giving sales groups a gruelling five-days course through its 25 district offices and at the hands of specially equipped dealers. Already more than 1,200 men have been through this "school." The parade grows as summer advances.

Westinghouse follows about the same system, enfranchising dealers in most parts of the country, recruited mainly from the ranks of refrigerator distributors, and heating and ventilating contractors.

In every case these companies are trying to adhere rigidly to the practice of selling not a single unit without competent engineering okay. Commission men working as specialty salesmen are permitted to close business only for the smaller units. But before

762,503 New York Families Now Making Long-Deferred Purchases



Photo by Gabor Eder, N. Y.

Edward J. McLaughlin

Edward J. McLaughlin is directing the New York University survey of major purchases and newspaper reading habits. His background includes newspaper, advertising agency, trade paper and radio program advertising experience. He has directed numerous surveys for different manufacturers and distributors.

"**M**ADAM, do you plan to make any major purchases which you have been putting off?"

Every day, hundreds of housewives in every borough of the City of New York are being asked that question by a corps of some fifty trained investigators from New York University. The Department of Marketing, of which Prof. Hugh E. Agnew is chairman, has undertaken a consumer survey that is attempting to record changes in the economic conditions of a large group of families in New York City in order to show their present purchasing ability as compared to a year ago. The survey will show how that condition affects future family purchases, the advertising-mindedness of the family, and, finally, their newspaper reading habits.

The facts and statistics given herein have been projected from an analysis of 5,000 reports. The reports have been obtained from housewives living in districts of high as well as low purchasing power and the percentage

of reports from each district is in direct ratio to the census figures of population for these districts. We are assured, therefore, at the start of our comparison, that the reports reflect a fair cross-section of the family purchasing power of the Greater City of New York. Let me also state, before getting into the analytical comparisons, that the survey is not as yet completed. The figures given here are representative, however, and from exhaustive checks already made the trends developed so far will undoubtedly remain fairly constant throughout the survey.

What are the items of major purchases that people have in mind? The following list will give you a good idea. They appear in the order of their preference.

Item	Number of families desiring
Clothing	320,251
Furniture	169,046
Car	53,375
Rugs	27,449
Radio	22,874
House Furnishings	19,062
Electrical Appliances	15,249
Curtains	13,114
Linens	12,962
Dishes	12,276
Kitchen Equipment	11,208
Electric Refrigerator	11,055
Repairs to Home	10,293
New Home	9,794
Moving	8,921
Vacation	8,387
Piano	6,099
Vacuum Cleaner	5,642
Travel	5,489
Professional Services	5,337
Sewing Machines	3,583
Musical Instruments	3,049
Books	2,820
Washing Machine	2,668
Lamp	2,515

These are the 25 most popular items. The full list is somewhat longer, however—including, among other items, dogs, antiques, telephone, fountain pen, jewelry, music lessons, luggage, moving picture machine, lawn mower, crib, insurance and even an electric phonograph.

BY

EDWARD J.
McLAUGHLIN

The survey reveals that 762,503 families are definitely committed to making purchases which they have been putting off. Here, then, is a potential market that has been slowly crystallizing and will convert their desire into action as soon as economic conditions warrant.

Let us next classify these contemplated purchases into three groups, as shown in the table on the following page.

It is interesting to observe in these classifications that clothing—furniture—rugs—head the list in all three classifications. No matter what the financial status of the family is, their clothing seems to be wearing out and needs replenishing, and they all look forward to the time when they can refurbish or add to their homes.

Having placed the articles of contemplated purchase on display, let us next consider what proportion of the families in the income and employment groups actually intend to buy:

Analysis by family employment	State they will purchase
(a) Families having more persons employed this year than last	66%
(b) Families having fewer persons employed this year than last	50%
(c) Families having the same number of persons employed this year as last	60%
(d) Families having more income this year than last	86%
(e) Families having less income this year than last	50%
(f) Families having the same income this year as last	48%

The above analysis shows that families having more persons working and more income coming in this year over last are very decided in their desire to spend money.

Families having fewer persons working and less income this year than last show a surprising consistency in their purchasing decisions. In both groups half the families intend to make major purchases and half do not. These are evidently the families who have been fighting the Battle of the Depression in the front line trenches, and who, as we know, are quite willing to keep their money in circulation when, as and if they can get any.

Analysis of the third group, where

SALES MANAGEMENT

GAINS IN PRODUCTION OF of 5 Factors That Are ry a Bright Sales Spot IN THE WEST

NGOUTPUT
shows further
all prices.

COME double
specific Northwest
outlook best

MBER MILLS
er than 1933—
annually.

Federal project
nder way. \$15,-

al agricultural
ates. Means big

GAINS for past
Manufactur-
KESMAN-RE-
RONICLE first
%, and



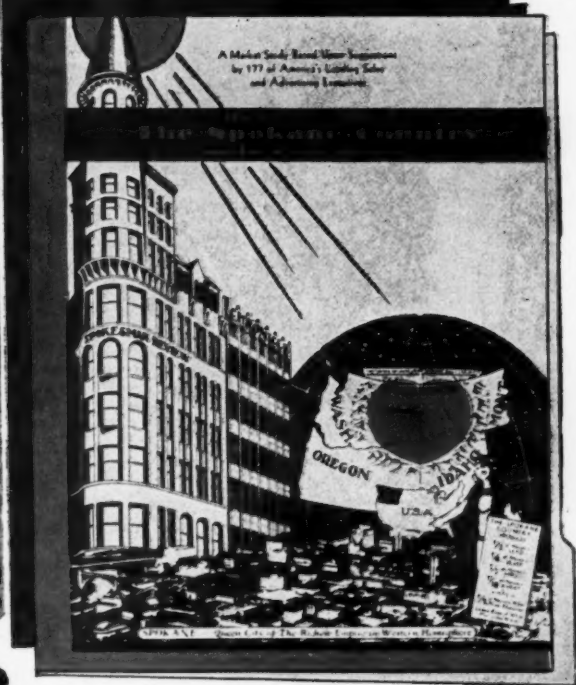
**DOWN
DEEP in
AMERICA'S
LARGEST
LEAD AND
SILVER MINE**
Close-up of Ore on
its way to Bunker Hill-
Sullivan Smelter.
The Spokane Country
mines 1/4th of nation's
silver and 1/3rd its lead

NEW.
DAY
icle
WEEKLY

**DOMINANT
FARM MAGAZINES**
THE WASHINGTON FARMER
THE IDAHO FARMER
THE OREGON FARMER

SEND FOR
YOUR COPY
OF THE BIG
BUSINESS

ED COVERAGE:
Urban Trade Area 91.95% (Polk)



Contemplated Purchases of 762,503 N. Y. Families

GROUP I (Families who reported their present income greater than last year.)	GROUP II (Families who reported their present income less than last year.)	GROUP III (Families who reported their present income the same as last year.)
Clothing	Clothing	Clothing
Furniture	Furniture	Furniture
Rugs	Auto	Auto
House Furnishings	Rugs	Rugs
Electric Refrigerator	Radio	Radio
Repairs to Home	House Furnishings	House Furnishings
Moving	Electrical Equipment	Electric Equipment
Vacation	Curtains	Curtains
Travel	Linens	Linens
Professional Services	Electrical Refrigerator	Dishes
Auto Tires	House Repairs	Electric Refrigerator
Linoleum	Home	House Repairs
Draperies	Vacation	Home
Music Lessons	Piano	Moving
Books	Travel	Piano
Boat	Professional Services	Professional Services
	Insurance	Sewing Machine
	Crib	Tools
	Baking Lamp	Electric Washer
		Gas Range
		Taxes
		Book Case
		Jewelry
		Silverware
		Bridge Set
		Bicycle
		Billiard Table

the employment and income is the same as last year, reveals that judged by employment alone they feel an urge to purchase, but when judged by income they just about edge over the other side of the ledger and prefer to wait a little while longer. This, I believe, again clearly indicates the surprising factual correctness of the New York University Consumer Survey because while the same number of persons in a family might be employed, we all know how many cuts employees were forced to take in their salaries and this is reflected in the result shown for group F.

I have made one more analysis of these Major Family Purchases figures which I believe to be of sufficient interest to warrant their inclusion. I refer to the breakdown of the items listed as major purchases and analyzed according to their classification as luxuries and necessities.

Analysis by employment	Items classi- fied as necessities	Items classi- fied as luxuries
(a) Families having more persons em- ployed this year than last	66 2/3%	33 1/3%
(b) Families having fewer persons employed this year than last	60	40
(c) Families having the same number of persons em- ployed this year as last	47	53

(d) Families having more income this year than last	43	57
(e) Families having less income this year than last	40	60
(f) Families having the same income this year as last	37	63

In making this analysis I treated such items as rugs, clothing, furniture, household equipment, repairs, etc., as necessities. Under the Luxury classification I included vacation, travel, auto, radio, piano, silverware, etc. I also realize that what might be a luxury to one man is a necessity to another.

Considering this analysis in a broad sense, without endeavoring to make any fine distinction, it is interesting to note that, judged from an employment standard, items listed as necessities are favored over luxuries by families having more or less employment than last year. Families having the same number of people employed favor the luxury type of purchase.

When the contemplated items of purchase are viewed through the lenses of income standards, however, the picture changes to a desire for items that might be classified as luxuries. This holds good for families having more, less or the same income as compared with a year ago.

Families showing more employment this year are interested in necessities, while those showing a greater income

are inclining toward the luxury items.

Families with less employment are also prospective purchasers of necessities and the lesser income families are conversely interested in luxuries.

A distinct preference for luxury purchases exists in the groups where employment and income are the same this year as last. These people evidently have weathered the storm and constitute a part of that substantial market that has made the New York trading area the richest in the United States.

RCA Victor Puts Color On 16-MM Sound Film

Natural color is about to be introduced into sound films to be used in 16-millimeter projectors. Laboratory experiments making this practicable for the first time were described April 23 by research engineers of the RCA Victor Company before a convention of motion picture engineers at Atlantic City. The process is not yet in commercial use but will be within a few weeks, using the Kodacolor film and color filter process.

RCA Victor expects the new film and projector to be particularly valuable for industrial and sales promotion use, especially for products which depend on rich coloring and beauty of design for their sales appeal.

Southern California Is Beckoning to Vacationists

The All-Year Club of Southern California is trying to sell everybody west of Chicago on the idea that Southern California is a swell place to spend a two-weeks' vacation.

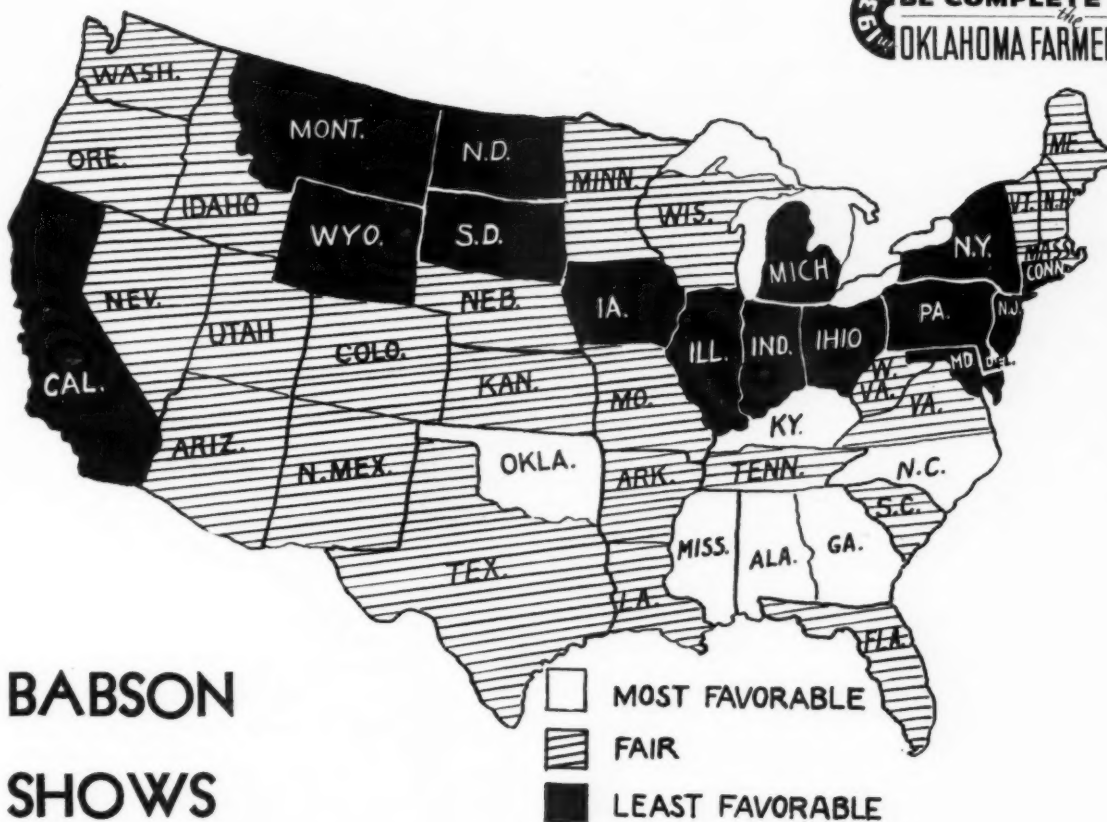
The All-Year Club, "America's largest community advertising account"—in the words of Lord & Thomas, who should know—late in April started a large-space campaign to run in about 50 metropolitan dailies through May saying with many little pictures, that (1) a Southern California vacation is more desirable than most other vacations, (2) two weeks is enough time in which to enjoy one, and (3) the cost is within most people's means.

The appeal is primarily to the two-weeks' vacationist because L&T figures that 87 per cent of those taking vacations are confined to two weeks.

Page Goes to Vander Pyl

M. L. Page has joined M. O. Vander Pyl, Advertising Letter Service, Inc., Detroit. Mr. Page was chief of the Research Service Division of the Direct Mail Advertising Association for nine years, and last year served as assistant treasurer of that organization.

1934
 YOUR LIST WILL NOT
 BE COMPLETE WITHOUT
 the
OKLAHOMA FARMER-STOCKMAN



BABSON SHOWS WHERE THE SPENDING IS GOING ON

The business map issued by Babson on April 2, 1934, outlines the business opportunities for the United States as above. Like Nation's Business, this business authority places Oklahoma in the spotlight and adds, "Most of Texas may be included."

This is because this area was first to feel the effects of the Federal government's farm recovery program and to March 1, Texas and Oklahoma rank first and second among all the states in rental and benefit payments received.

Such conditions as these account for the position of this area:

... During January and February, the Maytag dealer in the Northwestern part of Oklahoma sold 42 machines, practically all to farmers, and has more than 700 machines on order for the earliest possible delivery.

... A Dodge-Plymouth dealer in Northeastern Oklahoma recently sold six Plymouth sedans and a Dodge to ONE FARMER. He kept the Dodge and gave each of his sons and daughters a Plymouth.

... A radio and electric dealer in the Western part of the state sold, in the first 60 days of 1934, 75 farm radio sets, 550 automobile batteries and three carloads of tires. Practically all of this business was with farmers.

... A department store in a town of 5,000 sold \$500 worth of shoes on one recent Saturday.

And so the story of buying goes on. The Oklahoma Farmer-Stockman has compiled a series of field reports gathered all over the territory, for the period beginning October 1, 1933, and extending through March 21, 1934. If you are interested in these reports of just what spending is being done in Oklahoma and North Texas, write for copies of this series. You'll not be obligated and you'll find them inspiring.



The **OKLAHOMA
 FARMER-STOCKMAN**
 OKLAHOMA CITY, OKLAHOMA

Railway National
 House Inquiry
 Of Brain Trust
 U. S. Is Forcing
 British Default
 View in London
 COAL MEN FIGHT
 U. S. HYDRO-POWER
 PLANT PROJECTS
 ASSETS WAGNER BILL
 NIGHT BALK RECOVERY
 R.F.C. ADVANCES
 OVER 3 BILLIONS
 IN FIRST YEAR
 Clothing Union
 Asks N. R. A. to
 Remove Element
 Sells New Cigarette
 INSTALLED NEW SHOT
 ASSETS AAA WILL
 DRIVE 20 MILLION
 OFF THEIR FARMS
 WEARING OPENS ON
 A. A. A. MILK PLAN
 Weekly 1000 Farmers
 Farley to Seek
 Hide on 4 More
 Air-Mail Routes
 RAIL AT TELEGRAPH
 CODE ON APRIL 18
 U. S. A. Expresses
 TREASURY CASH
 IS TWO BILLION
 ILLINOIS MINES
 REOPEN TODAY
 35 HOUR WEEK
 Steel Products
 \$2 Under 1929
 Price Margin
 House Passes
 Bill Setting Up
 Sugar Quota
 RESERVE BANKS MAY
 LOAN TO INDUSTRY
 U. S. HAS 25 MILLION
 IMPACT IN 5 MONTHS
 DEBT OVER 20 MILLION
 SENATE ARGUES
 CAUSTICALLY ON
 LOOSE SPENDING
 REGENERATION
 OF U. S. ASSEMBLED
 BY WADSWORTH
 Senate Battles
 Over Estate and
 Surtax Figures
 NEW INSURANCE
 SCHEME HIT BY
 WILTO CHAMBER
 JOHNSON FAVORS
 LETTING LICENSE
 POWERS EXPIRE
 U. S. STEEL HEAD
 AGAINST MAKING
 NRA PERMANENT
 NRA Section 7-A
 Must Be Changed,
 Major Chief Says
 BROOKHART GOES
 TO BAT AS BRAIN
 TRUST DEFENDER
 Franklin's Father Issues
 Wanted Notice

SM's 3-Minute Report on News, Trends in Washington

Washington, D. C., April 26.

NOT since banking debacle of March last year has fate of American business depended so much on one man. What will he do? Is business headed up? Or down? Franklin Delano Roosevelt, a pretty cool guy as well as a self-styled tough guy, will answer that question in next few weeks.

The President has one plan. Only one. That constitutes a program which will see *his* legislation enacted, Congress out of Washington, and business headed "up."

Right or Left

If Washington is shifting its course to the "right," as some political commentators insist, it is not because of any change in philosophy. Rather, it is because Roosevelt is realist enough to realize that the time is not yet ripe for certain reforms. He'll get those reforms. He'll get some big ones this session. Stock exchange regulation and reciprocal tariff bargaining will be the epochal New Deal accomplishments of this session.

He'll try for other reforms which he may not get this year or will get in mild form. These include communications control, Food and Drug legislation, and greater protection for organized labor. Action on the Food and Drug bill, according to Majority Leader Robinson, depends on whether the legislative calendar will permit. There's now a possibility that the major Administration bills will be rushed through in less time than it was previously anticipated and that the Tugwell measure, in emasculated form of course, will also pass. But the probabilities are it won't.

More Reforms Later

Next session will likely witness even more reform legislation than the present one. By that time the emergency phase of the recovery program will have passed. The effort will then be to consolidate the gains which have been made. There will be more employment; consequently, there will be unemployment insurance (there is a long chance the Wagner-Lewis bill will pass this session). Many of the utilities will come under the government yardstick. Electric rates will certainly have to come down. The telephones may also be "de-monopolized."

Hangovers from this session will be the first order of the next session. The liberals will practically run the show with pure food, grading and standardizing, and labor legislation. In addition, it is almost certain there will be created an independent agency in the government for consumer protection. This last is gathering terrific momentum.

Roosevelt will never rest on laurels. Make no mistake about that. Those who know him inti-

mately are convinced of his intense and unshakable desire to improve the lot of the common man.

New Credit Survey

An important new survey which will prove of enormous value in marketing and selling has just been instituted by the Department of Commerce. Principal trades and professions are being canvassed to determine just how much credit they need to carry normal stocks and resume old-time velocity of turnover. It is assumed that unemployment and the depression have resulted in so much piling up of accounts receivable that many retailers are unable to properly finance their businesses.

The Department has sent out a long questionnaire to department stores, drug stores, clothing stores, doctors, dentists, etc. Information will be compiled on the extent and status of delinquent debts due them, its effect on their operations, their ability or inability to get bank credit, and whatever other data are needed by which remedial measures can be formulated. An interdepartmental committee will have charge of the survey. It expects to finish its findings in three months.

Standards and Grading

The NRA Consumer's Advisory Board is militantly pushing its campaign for quality standards and grading. Recently it came out with three voluminous reports. One recommended hosiery standards for length, fibre and weight of material. A half billion dollars is spent annually in the U. S. for a hundred million dozen pairs of hose, it was pointed out, but the buyers and users are usually helpless in determining quality since it takes an expert to tell quality in hosiery.

A second report advocated grading and labeling of fresh and canned fish and stressed the importance of protecting the consumer in buying oysters, clams, shrimp, mackerel, tuna fish, salmon, smoked fish and salted fish. The appointment by the Fisheries Code Authority of a central coordinating committee to provide quality, grading, packaging, shipping and labeling systems was recommended.

The third report asked that a standards, grading and labeling system be established for silk goods and warned that unless standards are adopted there is danger that poor goods will drive out the better. It is recommended that labels be marked on or sewn into every piece of goods sold.

The Consumers Advisory Board, by the way, is soon to be substantially strengthened by the addition of at least a half-dozen of the most outstanding men in the country in the field of consumer research. Future studies will have enormous influence in shaping government regulatory activities with respect to industries, trades and services.

Hauk

Get these

FACTS

about INDIANAPOLIS

• 79,289 homes in Indianapolis were called on to get this information:

—an accurate study of the home coverage of each Indianapolis newspaper;

—a definite knowledge of the EXCLUSIVE coverage and the DUPLICATED coverage of each Indianapolis newspaper;

—a true gauge of the coverage of each Indianapolis newspaper in relation to 4 distinct income classes;

—a direct expression by readers of their newspaper advertising preferences.

THIS important newspaper survey of Indianapolis has recently been completed by **MANAGEMENT INSTITUTE**, an independent fact-finding organization.

The information gained from calls upon 79,289 homes offers a comprehensive and authoritative study that will be valuable to all sales and advertising executives interested in the Indianapolis market.

This unbiased survey confirms the powerful and unequalled coverage of **The INDIANAPOLIS NEWS**, its high percentage of **EXCLUSIVE** coverage, its excellent balance in relation to income classes, and the strong advertising preference for **The NEWS** by its readers.

Representatives of **The NEWS** in New York, Chicago and Indianapolis have these facts for your inspection.

THE INDIANAPOLIS NEWS

SELLS THE INDIANAPOLIS RADIUS

NEW YORK

Dan A. Carroll, 110 E. 42nd St.

CHICAGO

J. E. Lutz, 180 N. Michigan Ave.

MAY 1, 1934

[437]

SO, Sinclair, Shell, Texaco Et Al. Step on Gas with Whopper Ads

PLENTY of gasoline and motor oil is getting into the public eye this Spring—gasolines with new power; oils in sealed cans to combat substitutes and short measurers.

Most gasoline companies are plunging into the heaviest advertising and selling campaigns since 1929. They are trying to boost the 10 per cent sales increase they averaged during the first quarter of the year as compared with the same three months a year ago. Sales managers are basing their hopeful estimates on general better business and a doubling of new car production over the first quarter of 1933.

The biggest Socony-Vacuum advertising campaign in five years tells the story of Mobilgas, "with climatic control" to work as well in hot weather as in cool. Big space in 1,000 newspapers east of the Rockies are more than half full of bold illustrations and balloon dialogue typical of the Getchell agency. The company is also using national magazines, radio and outdoor boards. A special oil campaign is running in trade and technical publications.

Socony Socks 'Em

Dealers are stirred up by a circus-size 16-page campaign book in color, the cover of which shows an excited station man "Calling All Cars!" over a radio microphone. Inside are reproduced the series of newspaper advertisements and some dealer stimulants that also call all cars for complete service to start the summer season.

Sinclair, in a big newspaper campaign in 340 cities, uses three-quarter page 800-line and 300-line spaces to dramatize the power of gasoline. Great pictures show colossal structures being hoisted into air. "One gallon could lift the Empire State Building 1 3/4 inches," reads a head that runs in color where the newspaper can deliver color. The Eiffel Tower and a lot of other monstrosities also are hoisted through the series, staggering the imagination of readers at the power latent within a single gallon of gasoline. Sanity returns, however, when they spot a tiny footnote explaining that as yet it is impossible to use all the potential energy in any gasoline.

Whimsical cartoon ads run between insertion dates for the big displays. The company also uses its regular na-

tional magazine space, radio and outdoor posters.

Sinclair joins other companies in battling oil substitution by distributing tamper-proof cans to be opened, emptied and destroyed in the presence of the customer.

Sinclair includes a plan which enables its commission agents to participate in the general newspaper advertising with direct sales appeal for their own businesses.

The "Comics" Work for Shell

Shell splashed its whole territory with color and comic-strip humor when it broke the news on Friday, the 13th of April, of its new "super-charged" gasoline into which is compressed some extra power. "It is possible to obtain," says copy in a five-weeks' metropolitan newspaper campaign, "as many as 6,900 more firing charges per gallon" than ordinary gasolines offer. This means a mile or two more per gallon, according to testimonials.

The campaign started with teaser 24-sheet posters and a series of postcards to 45,000 consumers, jobbers, dealers and employees. On these Mutt and Jeff, Powerful Katinka, The Skipper and other Bud Fisher and Fontaine Fox characters told people: "You'll hear about it Friday, April 13." And on Friday the 13th nearly everybody did . . . in newspapers, on big outdoor posters covering highways leading to the 13,000 Shell sta-

tions and finally all over the stations themselves. Fifty-two thousand eight-foot card figures of the comic people were strapped to lighting poles and 250,000 smaller ones to other locations at the points of sale. Spot radio to consumers and pep meetings for salesmen had also paved the way. Altogether Shell did a variegated job, both comic and serious.

Texaco Pushes Havoline

The Texas Company, spending a good deal of money on Ed Wynn and McNamee by radio, added no new features for Spring so far as its gasoline is concerned. However, its Havoline oil, once an Indian product but, since January, actively pushed by Texas, is getting a good deal of promotion because of its wax-free characteristic. Newspaper schedules began in April. National magazine space starts in May. Previous to this year it was sold in bulk. Now it is in refinery sealed cans. The special opening tool furnished all dealers renders the container unrefillable.

Tydol hopped into the Spring campaign early with its protection theme. "Every drop of Triple X Tydol contains a harmless compound . . . a 'secret detector' . . . that reveals any attempt at substitution," its newspaper copy tells the public. Tydol stations broke out streamers of red ribbon from pumps to posters centering customers' attention on this story.

Richfield of New York, using newspapers almost exclusively, raised its Spring campaign appropriation 33 1-3 per cent to sell a new brand of "regular" gas.

N.R.D.G.A. to Study New Deal at Chicago Session

The National Retail Dry Goods Association expects to "put the New Deal in retailing under the microscope" at its Chicago convention June 4-7. Five groups within N.R.D.G.A. will hold separate sessions to study problems of the year. These are: Controllers' congress, store management, personnel, traffic, retail delivery and the new credit managers' division of the controllers' congress, holding its first convention.

The usual exhibits will give industrial firms a chance to show their wares to representatives of the approximate 4,500 department and specialty stores which form the membership.

The N. R. D. G. A. sales promotion division holds its mid-summer conference this year in New York, June 17-20, in conjunction with the Advertising Federation of America annual convention.

SALES MANAGEMENT



Talk about power! How's this for a one-gallon Sinclair gasoline job? There were other whoppers in the campaign.



**You'd be phoning your broker
now—if these were stock quotations!**

	CIRCULATION	MILLINE
Saturday Evening Post	2,736,279	\$4.38
Ladies' Home Journal	2,566,806	5.84
Woman's Home Companion	2,556,789	4.69
McCall's	2,286,305	4.85
Collier's	2,217,859	3.49
Liberty	2,191,678	4.56
* New York Sunday News	2,132,647	.84
Delineator	2,039,890	5.36
Pictorial Review	2,017,727	4.95
Good Housekeeping	1,937,864	6.83
American	1,805,973	5.54
Household	1,760,365	4.97
True Story	1,667,255	6.11
Cosmopolitan	1,655,568	6.49
Better Homes & Gardens	1,383,723	6.86
New York Sunday American	1,097,277	1.37
Comfort	1,009,720	4.95
Woman's World	1,007,886	4.71
Farmer's Wife	1,003,836	4.98
Literary Digest	961,471	5.50

*Magazines, 6 months average—December 31, 1933
Sunday News and New York Sunday American are 6 months
averages—March 31, 1934
Millines, except the Sunday News and Sunday American, are
from April issue, Standard Rate & Data Service.*

WITH its current circulation—and its 1928 rate—the New York Sunday News is an advertising bargain that can't be touched! More than 2,200,000 concentrated, localized, home-read Sunday circulation in the country's best market—at less than a fourth of equivalent magazine costs! Of course the present rate can't last forever!

THE  NEWS, New York's Picture Newspaper

Tribune Tower, Chicago . Kohl Building, San Francisco . 220 EAST 42nd STREET, NEW YORK

35% of Dealers Do 65% of Trade Libby "Radios" Their Salesmen

"Radio" sales demonstrations are showing Libby, McNeill & Libby representatives how to concentrate on the 35 per cent of their dealers, who do 65 per cent of the business. Actually, the "radio" selling drama is a phonograph record, but not until the demonstration is completed do the men at Libby's sales meetings realize the slight deception.

Sales promotion manager Rogers describes a typical sales meeting where a "radio" salesmanship lesson is presented: "The usual Libby gang of bright and smiling faces is assembled at Kansas City, all set for the familiar pep talks, and just as ready to forget them immediately afterwards. But the chairman announces that as a special privilege they will listen to a private broadcast of star salesman Smith's visit to Grocer Jones—in Des Moines, 160 miles away.

CHANGE THIS...



Libby is training its men in selling to "the profitable minority"—the 35% of its dealers who do 65% of the business. Selective dealers, says Libby, demand select selling methods.

"Phone calls announce everything ready. The big radio set lights up; the static roars; the dial is turned. Then, clear as a bell, comes Smith's voice greeting Jones at his grocery counter. He starts the familiar Libby selling talk. Grocer Jones, however, is argumentative this morning. He grumbles out a lot of objections. A woman customer enters and balks at the price of Libby's products. The salesman patiently and forcefully explains the quality behind Libby's goods.

"A boy runs in for a can of condensed milk. A stray dog tackles the grocery cat. A dozen interruptions impede the flow of Salesman Smith's discourse, yet he plugs along until he

has covered the ground fully—and clinched his order for a well-assorted stock.

"The sense of listening-in on a private scene between one of their fellow salesmen and a grocer catches and holds the attention of every man at the meeting. The novelty is over before they are aware that a phonograph behind a curtain has 'broadcast' the dialogue. Two records are used by the company. One, running twenty minutes, deals with sales facts and methods. The other, of ten minutes' duration, covers future advertising displays, how they can be best used to impress dealers with their usefulness, and to attract the public."

To follow up this dramatic presentation, verbatim transcripts of the records are given to salesmen in two booklets. These enable them to memorize selling phrases and the most convincing arguments for their own use. The sales meetings close with a cartoon illustrated talk.

The largest advertising program ever launched in Libby history has been contracted for this year. Women's magazines which give four-color display for labels and products, are being used.

Discovering that 90 per cent of all grocers, or 350,000, handle some of the Libby lines, but that 35 per cent of this number do 65 per cent of the business, the company is massing its educational and training efforts on this profitable minority. Sales conferences are devoting much time to coaching salesmen on the proper ways of dealing with these selected grocers. All lines have shown a big increase of sales since January 1 as a result.

Libby salesmen of the "Hundred Foods" are therefore pounding home to dealers these seven points:

1. One Libby item helps to sell the others.
2. Satisfied customers insure repeat buying, and increase profits.
3. Sales effort accumulates value. Last year's work produces dividends this year.
4. A consistent brand policy wins buyers' confidence and stops careless buying.
5. Clerks learn one line and its prices and qualities thoroughly.
6. Unvarying high quality is assured by Libby.
7. Newcomers to a neighborhood know the line and buy with confidence; they don't have to be taught about unknown brands.

What Products Does the Druggist Push?

(Continued from page 422)

Mouth Wash

Listerine, Pepsodent and Lavoris were the only brands out of 74 to receive mentions in all cities. Listerine led with 30.6%, followed by Pepsodent, 10.3; Lavoris, 9.3; Private, 7.5; McKesson, 6.8; United Drug, 5, and A. D. S., 3.3

Sanitary Napkins

Only Kotex and Modess were mentioned in all markets. Kotex led the 34 brands with 53.4% of all recommendations, followed by Modess with 30.8. This left only 15.8% for the other 32 brands.

Correction

In the Ross Federal survey on cosmetics, which appeared in the April 1 issue of SALES MANAGEMENT, there were two errors: Per cent of women using hand lotion should have read 87.2%. In the comment on lipsticks, text should have read "63% of women pay \$1 or more for lipstick."

A Follow-Up Survey on Advertising

That feature of the SM-Ross Federal April 10 Survey on advertising which aroused the most comment was the question, "Most advertising statements are based either on reasonable facts or exaggerated claims. Which do you find most often to be the case?"

A number of subscribers made such comments as (1) the average layman simply does not know his true reactions to advertising statements—they sink into his subconscious; (2) the suggestion that some statements are exaggerated would make the consumer super-critical; (3) many who think advertising exaggerated will nevertheless buy the products.

Whether or not these comments mean much will be answered—partially at least—in the June 1 issue. Ross Federal Service investigators are now interviewing one thousand men and women who have expressed the belief that advertising statements are more likely to be based on exaggerated claims than on reasonable facts. The Ross men are learning from these people what kind of cigarettes they smoke, what toothpaste they use, etc.

Advertising men may then study the lists of brand favorites in twelve classifications and decide for themselves whether or not consumers act one way in regard to advertising—yet talk another.

MEMORANDUM

To: Sales Managers, Drug Manufacturers
and Advertising Agencies

From: AMERICAN DRUGGIST MAGAZINE

The March editorial on PRICE STABILIZATION in American Druggist has stirred up interest all over the country.

We have sent out over 20,000 reprints at the request of wholesalers and manufacturers for distribution to their trade.

Such is the powerful influence exerted by American Druggist . . . An influence that moves readers to respond . . . An influence equally effective in both advertising and editorial pages. An influence which gives plus value to the white space you buy.

American Druggist

THE QUALITY MAGAZINE OF THE DRUG FIELD

MAY 1, 1934

[441]

What Advertising Men Think of Consumers

A Sequel to the April 10th "What the Consumer Thinks of Advertising"

THE April 10 SM-Ross Federal survey aroused a storm of controversy. One thousand men and women scattered throughout the East and Middle West told whether they thought advertising statements were based on exaggerated claims or reasonable facts, what authorities were most convincing, etc.

The survey seems to have stimulated endless debate and thought. An officer of the Association of National Advertisers tells us that more than a dozen of his business friends commented about it within two days after publication. An agency head telephoned to say that work among his executives practically stopped for the first two hours after the issue came in.

From the many letters of comment, suggestion, and criticism, we have selected the following as having exceptional interest:

* * *

"Can't get layman's reactions to advertising," says

Lee H. Bristol

*Vice-President,
The Bristol-Myers Company*

"I have read the article with interest. There are several details missing in relation to the actual technique of the test itself, but I shall assume that the number of interviews or questionnaires was adequate to constitute a fair cross-section sample. In general, however, my experience tends to make me believe that any study of this kind should be heavily discounted when it comes to finding conclusions. Many, many times we have tried, and I have observed in the case of others, similar attempts to invite a layman's reactions and attitude toward advertising.

"Invariably I have found strong evidence to show that the minute a layman was invited to express critical opinion on matters relating to advertising and advertisements in particular he immediately changed his role from that of a layman into that of a self-conscious critic of advertising, where he is invariably subject to false

self-analysis and attending false conclusions.

"The more I have studied applied psychology the more convinced I have become that the gap between conscious and sub-conscious mental activity is by no means clearly understood by any of us. In view of that I naturally discredit self-analysis of the type under discussion. Furthermore, the big problem of advertising, as you have pointed out and as we all know so well, is not the analyzed reactions of a layman to advertising but rather to the definite effects traceable to the application of that force.

"If one were to follow the findings of the tables submitted in your article for example, under question 4, relating to whether or not any essential and important facts were missing in which the consumer was interested, the biggest percentage—34.8%—is classified by the expression 'price lacking.' In that same grouping 27.4% state 'not specific enough' and the third largest group—11.3%—claim 'misleading or exaggerated.' It is possible that some confusion could result in attempting to revamp an advertising campaign or specific copy itself to meet such objections as stated here. On that theory the price should always be quoted in the advertisement. But I know from actual experience that this could easily prove to be unsound advertising psychology and invite many unfortunate merchandising complications as well. Fixed prices are rarely found to be constant in these days of cut-rate stores, etc., and furthermore it isn't fair for a jury to be asked to decide the merits of a product as presented if an unfavorable decision might be invited by price mention before the competing points of advantage had been thoroughly appraised and digested.

"I shudder at the ignorance indicated in the answers which invited a government set of standards as the basis for quality determination on the part of the consumer. Undoubtedly their expression in this questionnaire indicates the broad and unchallengeable, academic belief that any measure of standard by a competent and reliable

authority is to be desired. But again, those with experience or with imagination can readily anticipate that if the government should lend itself to a clarification and standardization, these same consumers would reverse their votes and oppose those very standards they have appeared to vote for.

"We should welcome such light as this particular study throws on the subject in question. More power to a continuation of such studies.

"But I am firmly convinced that no technique has yet been developed in questioning of laymen that is competent to produce conclusions which can serve as definite guide posts in the creation of advertising copy and advertising campaigns."

* * *

J. M. Mathes

President, J. M. Mathes, Inc.

"I certainly have enjoyed reading 'What the Consumer Thinks of Advertising.' It seems to me that you have placed the proper interpretation on the findings in the Ross Federal survey.

"I want to congratulate you and also assure you that most of the stories and articles which SALES MANAGEMENT is publishing are of very real interest to all of us who are engaged in the business of advertising.

"Keep up the good work!"

* * *

Ralph Starr Butler

Vice-president, in charge of advertising, General Foods Corporation

"In reading any report of the sort which you are making, there is always in the back of my mind a feeling that the conscious reaction to advertising, which is the basis of your investigation, may be something very different from the unconscious reaction to it. In one place you seem to recognize this situation by affirming that the study is not a study of the selling power of advertisements, but is simply a study of what people consciously think about advertisements. Perhaps this point might be built up a little more strongly. An example: Few people will admit that the testimonials of prominent individuals influenced them in buying. Those who have used such testimonials, however, seem to have experienced very large sales results.

"Probably comparable comment could be made with regard to other advertising practices, of which people consciously complain, but which still seem to sell merchandise."

FORGET YOUR CARES



As you step into your car, at the end of a tiring day, how many times you've wished you could leave your cares at the office—and couldn't. With one of the new PHILCO Model Eleven Auto Radios in your car, how different it is! You just turn the key and your worries fly away on the wings of glorious melody. You arrive home refreshed and relaxed—ready for whatever fun the evening has to offer.

Once you have this new Model Eleven PHILCO installed in your car, you'll wonder how you ever got along without it—back and forth to the office, on business trips, at camp—wherever you drive! Here's an Auto Radio with marvelous tone, remarkable power to bring in distant stations and unusual ability to separate them sharply. At an extremely low price that only PHILCO'S unequalled demand and tremendous production could make possible. There's a PHILCO for your car regardless of make, model or year. Hear it and you'll appreciate why PHILCO outsells all others!

PHILCO HOME RADIOS
FOR EVERY PURSE AND PURPOSE . . . \$20 to \$600

Listen to BOAKE CARTER over key Columbia Stations

MAY 1, 1934

NEW MODEL \$39⁹⁵* ELEVEN

Installed while you wait. Nothing in sight except the convenient steering column control. Operates with motor "OFF" or at any speed over any road.

All-electric. A PHILCO Superheterodyne circuit especially designed for automobile use with PHILCO High-Efficiency Tubes.

Electro-Dynamic Speaker—the same type used in home PHILCOS. Automatic Volume Control. Extra Power. Improved selectivity combined with inherently quiet circuits.

PHILCO installation and service are available throughout the United States and Canada at PHILCO dealers and United Motors Service Stations.

*Price installed to car aerial \$39.95. (Slightly higher Denver and West.) Special installations and aerial installations are quickly and easily made at small cost.

Model 700—\$49.95. Model 10—\$55. Model 800—\$75.

All prices subject to change without notice.



SPECIFY A PHILCO
ON YOUR NEW CAR

PHILCO AUTO RADIO

"A very serious problem," says

John R. Buckley

Business Manager, Cosmopolitan

"The factors most interesting to me are those elements which deal with the credibility of advertising. That is a very serious problem. It knocks not alone at the advertisers' but at the publishers' front door. If the magazines should lose their public through any lack of credibility in the advertising pages, the millions invested in the publishing business would be lost. I feel that there is a note of improvement already manifested, but we have still a long way to go.

"The findings in this survey certainly give me no thrill, but on the other hand, the fact that you made it and might be induced to do it again and again and again, is comforting, and I congratulate you on what I hope is only your first attempt to disclose the fact that the public is not giving credence to certain forms of advertising that are not strictly in accord with known facts and demonstrable claims."

* * *

"Entirely inconclusive," says

Mark O'Dea

President, Mark O'Dea and Company

"A layman is usually more responsive than responsible. Anybody will answer anything, any time, anywhere. This is an unfortunate equation in all surveys—superficiality is cruelly emphasized when Mr. and Mrs. Public are asked to state opinions on abstract subjects.

"Reversely, a survey may be informative, indicating trends, when it concerns the concrete. One can heartily applaud SALES MANAGEMENT's seven previous surveys, so carefully conducted by the Ross Federal Service—each was a distinct contribution to a better understanding of commodities. In this eighth survey, however, a strange departure has taken place—fact-finding has been turned into opinion-getting. I claim the survey entitled 'What the Consumer Thinks of Advertising—A Low Down,' is entirely inconclusive.

"People act one way in regard to advertising—yet talk another. In advertising or selling, *effect* is the measure, providing, of course, *cause* is legitimate. How the public reacts to advertising is vastly more important than academic opinions of advertising.

"You don't have to ask Professor Tugwell if he approves of advertising. He has advertised his views against advertising. Yet one wonders if he really makes his own dentifrice, for example,

and refuses to use or eat advertised articles. One wonders what a pantry survey at the White House would disclose.

"If you interviewed a thousand women known to be regular purchasers, of say, a certain deodorant, asking their opinion of its advertising, probably they'd deny most emphatically that they even used it. Yet they bought because of advertising.

"Be a Camel investigator and ask people if they'd stoop to smoke a certain cigarette because it's fun to be fooled. They'll answer 'No' . . . then rush out to buy Luckies.

"A peddler, offering one housewife a novelty, tells her that 'Mrs. Blank, next door, uses it.' That is a testimonial ad in its simplest, verbal form. But glorifying it into a full color back cover in a magazine and saying, 'Mrs. Narragansett Newport serves it to all her guests' is not fundamentally different. Elizabeth Arden can truthfully claim, 'The smartest women of two continents come to my salons' and it isn't much different from Mrs. Topeka Kansas letting the world (of her county) know that she won the cold slaw prize at the State Fair. Are these ladies more criminal than George W. Hill or the Fleischmanns?

"Ask 1,000 people, 'Do you approve of the 'Blank' advertising,' and they'll say, 'No' as glibly as they'll say, 'Yes' to 'Do you approve of Roosevelt.' (At this writing.) They give the answer they think they're expected to give. 'Do you approve of religion' or 'Do you disapprove of adultery'—you know the pat, smug answers. 'Is Mussolini a Red or a hero?' 'Is Hoover a man or a myth?' 'Is iron good for the blood?' 'Is Hearst a menace?' 'Isn't the Prince of Wales adorable?' 'Are most politicians crooks?'

"The answers to these serious questions by 1,000 serious, self-conscious people, asked to sit in judgment, afford a jig-saw survey as to the mental state of the Nation, more curious than indicative.

"This may sound cynical—but reading intelligently the public mind is the very secret of making things that sell, or editing newspapers or reaching the White House."

* * *

Harry J. Winsten

Kelly, Nason & Roosevelt

"Your article on 'What the Consumer Thinks' is just another 'hand-writing on the wall.'

"But—frankly—does it impress seriously the important buyers of advertising? How much do they care



Mr. Farley's department approves this copy—but does it stimulate public confidence in "national advertising?"

what happens five or ten years hence if in the meantime the sales curve goes up?"

* * *

"Something that should challenge the interest and concern of advertisers," says

A Prominent Publisher

"The SALES MANAGEMENT-Ross Federal Survey in your April 10 issue is very interesting. I personally am very much interested in the tabulation which shows that 48.7% of the people interviewed believe that advertising statements are based on exaggerated claims. It seems to me that that particular finding of the survey is something that should challenge, immediately, the interest, and secure the concern of advertisers and advertising agencies.

"Enclosed is a tear-sheet from a farm paper containing the advertisement of Merrold Johnson, whose address is Des Moines, Iowa, which I think will interest you very much. It really concerns us that an advertiser is operating as Mr. Johnson is, but we don't know of anything we can do about it. It appears that his material has passed censorship of the post office department, so that's that. Note the statement, 'We are a big, reliable firm. I invite you to look us up through any credit agency, any bank in Des Moines, any business house, railroad, express company, magazine, newspaper. We are well known national advertisers.'

"It is this kind of thing that is undermining confidence in advertising. If you want to get an idea of the gross deception practiced in the operation of the Johnson scheme, I would suggest that you use the coupon and enter his contest."

SALES MANAGEMENT

Continental Can Co. Announces Cheese from Contented Cans

Continental Can Company and the U. S. Department of Agriculture expect that the valve can just developed will lead to widespread marketing of American cheese in cans. Swift & Company and Nestle's have tried the new container; and the A. & P. is making 12-ounce and 5-pound packs in its Wisconsin creamery. Other food concerns are reported to be considering the invention.

The valve-vented can is round, enameled inside and a brand name is lithographed on the exterior. It has a dome-like formation in the middle of the top, about 1 1/4 inches in diameter, with a small hole through the center. A thin disk of rubber covers the hole and blocks the air space between the dome and a small tin cap which is clinched over it, and which serves to hold the rubber in place. Gas thrown off by the cheese presses up through the perforated dome; the rubber disk is raised enough to let the gas escape under the edge of the covering cap. As the pressure subsides the rubber returns to position, preventing the entrance of air, with its accompanying drying and shrinkage.

Although 65 per cent of the 600,000,000 pounds of cheese consumed in this country is natural American, or "store cheese," it has always been difficult to market. No satisfactory method has been found, heretofore, to brand such cheese. Without an adequate incentive to establish a name for quality, makers were content to turn out a cheese that was often of inferior grade.

Large prints of American cheese have also been difficult to market without the inconvenience and waste of cutting off a small slice for each customer. These handicaps, it is believed, are largely responsible for the low per capita consumption of cheese in this country—4.4 pounds, as compared to 16.1 pounds in Switzerland and 12.1 pounds in Italy.

Canned cheese, believes J. M. Cross, development manager of Continental, will do much to boost sales of this milk by-product. It can be advertised and merchandised as effectively as any other packaged product. Consumers will receive what amounts to an inside, fresh cut, with no loss in rind or hardened surface.

Continental's Chicago plants are already producing the new containers. It won't be long before Mrs. Housewife says to her grocer "—and a can of cheese."

AMERICAN INDUSTRY *writes its name...*



at the desk of HOTEL SHERMAN

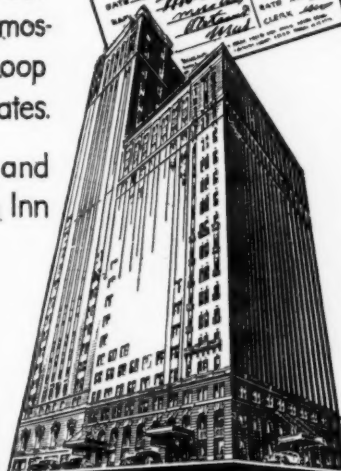
The registration records of Hotel Sherman read like a page from the nation's industrial history. Leaders of commerce, of finance, of every commercial enterprise, select the Sherman as their Chicago headquarters. They like its rich traditions, its quiet comfort, its atmosphere of luxury, its superb Loop location, and economy of rates.

Home of Chicago's gayest and brightest spot—the College Inn

1700 ROOMS

\$2.50
DAILY

YOU CAN DRIVE YOUR CAR
RIGHT INTO HOTEL SHERMAN



CHICAGO RANDOLPH • CLARK
LAKE & LA SALLE

Media and Agencies

Covering the Corn Belt

C. U. Williams, president of Williams Oil-O-Matic Heating Corporation, whose coal shovel offer to oil burner prospects has been reported in SM, wrote a letter recently to the Des Moines Register and Tribune. In response to one full-page advertisement in colors in the Sunday Register, Mr. Williams said, "there were over 7,500 replies. This is over 3% of your entire circulation. In all our experience, we have never seen such a large percentage of replies."



Gardner Cowles, Sr.

Mr. Williams found it also "very satisfactory to note that the coverage of your paper was so complete over the entire state. Des Moines and the immediate vicinity gave us 1,357 answers." Coupons came from every Iowa county, from the Mississippi to the Missouri. The city of Davenport, in the far east, Mr.

Williams points out, produced 88. One hundred and ninety-five came from Ames; 104 from Boone; 143 from Cedar Rapids; 145 from Ottumwa; 249 from Marshalltown; 236 from Waterloo; 72 from Burlington.

A fact which Mr. Williams did not mention in his letter was that returns from the 235,635 circulation of the Sunday Register, published in a city of 150,000 population, were larger in total number than the combined returns from two newspapers with a total circulation of 625,000, published in cities with a combined population of about 4,000,000.

Two Healthy Papers

In New York at the ANPA convention last week, we asked the three Cowleses and Charles J. Feldmann, advertising manager of the Register and Tribune, about coverage and reader responsiveness. Gardner Cowles is publisher of the two papers. The Register is morning and Sunday, the Tribune evening. John Cowles is associate publisher, operating chiefly on the business side, and Gardner, Jr., executive editor. The elder Cowles, a former banker, took over the Register thirty years ago. About 25 years ago he acquired the Tribune. The sons have grown up in the business. Enterprising in their methods and conservative in their policies, the Corn Belt seems to like their dominance. The rest of the country seems to appreciate their ability. Gardner Cowles, Sr., was recently a director of the Reconstruction Finance Corporation. John Cowles was elected a director of the Associated Press last week.

The papers are growing. Combined circulation of the two dailies rose from an average of 234,139 for the six months ending March 31, 1933, to 255,121 for the six months ending March 31, 1934. For the same periods the circulation of the Sunday Register climbed from 208,122 to 235,635. March against March, the national advertising lineage of the papers was up 30% and the retail 40%.

But to get back to oil burners. One factor in the response, John Cowles explained, is that 55% of Iowa people are home owners. Another is that the state has become pretty prosperous of late. (The Williams people believe that one-tenth of the coupon prospects will be converted into customers.) Between November and March \$52,000,000 of U. S. money went into Iowa for a corn loan on the basis of 45 cents a bushel. The Government is now paying an estimated \$32,000,000 for corn and hog reduction. Other similar payments are scheduled through the next two years. "The sixteen cotton states got \$111,000,000 from the Government," Mr. Cowles explained; "the thirty wheat states, \$102,000,000. The corn-hog plan is expected to produce for Iowa alone this year about \$125,000,000."

Merchandised Advertising

"One reason Mr. Williams, and some other national advertisers, like us," Mr. Cowles believed, "is because we try to do more than provide a means of getting their messages before our quarter of a million families. We merchandise the advertising. This does not mean that we put up window or counter displays in every store in the state, or go behind the counters and sell the advertisers' goods. The physical difficulties in a circulation area as large as ours would be too great, even if we were inclined to do so. But we do have men constantly in the field telling each jobber how the part of our circulation in his particular area aids him. We merchandise our color in thirty cities. Since the Williams ad ran, on February 18, we have covered every Williams dealer in the state twice. We can do that easier in this field than in the grocery or drug trades. There are only 70 Williams dealers in the state—7,000 grocers."

"The principal reason for our progress comes from our close and constant contact with all our market. About one-third of our daily circulation goes to the farms. A farmer who will pay \$5 a year in advance to receive a daily newspaper must be a better farmer, and a better prospect. He is more alert than a farmer who is content to wait a week to see what is happening. More farmers subscribe to the Morning Register than to the Evening Tribune. Every reader in the state gets his morning paper, by carrier or R. F. D. that morning. The Register has no bulldog edition. The paper received by residents of, say, Sioux City, 210 miles away, is usually the same as that which goes to readers in Des Moines. We have a fleet of 265 trucks, and 4,330 carrier boys who serve only the Register and the Tribune. I think paved roads, more than anything else, have helped to make our coverage possible. Iowa, you know, nineteenth in population, ranks fourth among all the states in number of miles of concrete highways."

Macfadden Woman's Group

Bernarr Macfadden has tied together in one package, under the label Macfadden Woman's Group, his True Romances, True Experiences, Dream World, Movie Mirror and Radio Mirror—with a circulation guarantee of 1,275,000 copies and current de-

livery 300,000 greater. A survey among 3,000 readers of these magazines disclosed the fact that three out of every four readers are married, with husbands and homes and children, and that the great majority of them are under forty-five years of age. The biggest single occupational group as measured by the husband's job is wage-earner. The reports showed 92% employment among readers, three-fourths of which is full time.

Best Newspaper Promotion

For the second year in a row the New York Daily News won the Editor and Publisher cup for the best all-around newspaper promotion. It also captured highest honors for the best single advertisement. Other newspapers to capture high awards were the Atlanta Georgian-American, New York Herald-Tribune, New York Sun, Scripps-Howard, Cleveland News, New York Times, Toronto Star, Des Moines Register and Tribune, and Milwaukee Journal.

Good News for ANPA Members

The American Newspaper Publishers' Association at convention at the Waldorf-Astoria in New York last week, heard the good news from the Bureau of Advertising that the first quarter of 1934 continued the increase of national advertising volume that began last year, with an average gain of 21.6% over the same three months of 1933. (See Significant Trends, this issue, for March figures.)

Electrical Merchandising

Effective with the June issue, this long-established McGraw-Hill magazine changes its type-page size from 7 x 10 inches to 10 1/4 x 15 inches and expands its circulation to 25,000 copies monthly. As a part of the new publishing policy, Electrical Merchandising (also Radio Retailing) will pay a commission to advertising agencies. Editorially the magazine will give added attention to non-electrical outlets that have recently entered the selling of electrical merchandise—department stores, hardware stores, furniture dealers, house furnishing stores.

U. S. Okays WLW's 500,000 Watts

"WLW is ten times as powerful as any American station now on the air and more powerful than any broadcasting station ever built anywhere in the world." Thus Powell Crosley modestly describes his Cincinnati radio broadcasting plant, whose new 500,000-watt transmitter was approved April 18 for operation by Crosley Radio Corporation. It will begin broadcasting WLW programs to the world on May 2. The new transmitter has been operated experimentally for several weeks, proving to Federal Radio Commission engineers that it did not "blanket the dial" of everybody in the country, while the old 50,000-watt unit continued to handle the station's regular business.

SALES MANAGEMENT

The 10-fold increase in WLW's power raises that station's signal strength at all points approximately 325% while increasing its secondary service area about 1,000%. In thus raising the signal level to within the limits of automatic volume control provided in modern receiving sets, the company believes fading has been materially reduced. It now thinks its program will penetrate into areas where static and interference in the past have made reception difficult. Thus WLW hopes to become, in a new sense, "the nation's station."

Network Broadcasting Up 34.5%

Gross revenue from network broadcasting for the first quarter of 1934 was 34.5% over the first quarter of 1933.

National Broadcasting's two networks had 61% of the business (Red, 34.5%; Blue, 36.5%), while Columbia had 39%. Columbia's billings during the quarter were the highest in their history, and the month of March marked an all-time record.

NBC Sales Dept. Reorganized

Edgar Kobak, recently-elected vice-president in charge of sales for the National Broadcasting Company, announces a new sales set-up, "organized to serve the convenience of the advertiser and his agency rather than that of the NBC itself." The local and national sales staffs are now merged, with all salesmen reporting to the sales manager of their respective NBC territorial division—Eastern, Central or Western.

All advertisers with national or semi-national distribution, whether they wish to use networks, transcription or local programs, will be served by the salesmen assigned to national accounts.

To These Agencies:

Boston Food Products Company to the Ralph H. Jones Company, . . . Fitzgerald Manufacturing Company, Torrington, Connecticut, to Sun Advertising Company, Toledo; also Marion Lambert, Inc., manufacturers of Dew deodorant, . . . The Tupman Thurlow Company, Inc., New York, to Charles W. Hoyt Company, Inc. . . . Duluth Brewing and Malting Company, to Batten, Barton, Durstine & Osborn, Inc. . . . Penn Tobacco Company to Ruthrauff & Ryan, Inc. . . . The Julian & Kokenge Company, makers of Foot Saver Shoes, to Aubrey, Moore & Wallace, Inc. . . . Luden's, Inc., to J. M. Mathes, Inc. . . . Jos. Middleby, Jr., Inc., Boston, to Badger and Browning, Inc. . . . Jenkins Brothers, Bridgeport, Connecticut, to Paris & Peart. . . . Julius Schmidt, Inc., and H. R. Heymann Company, Inc., to Donahue & Co., Inc.

Johns' Stock

William H. Johns, president of Batten, Barton, Durstine & Osborn, Inc., announces that he has completed an arrangement with his associates by which over a term of years he transfers into their hands the greater part of his stock holdings in that agency.

This arrangement does not in any sense change the present executive responsibility of Batten, Barton, Durstine & Osborn, Inc. Mr. Johns remains as president of the agency, Bruce Barton as chairman of the board of directors, Roy S. Durstine as vice-president and general manager.

Mr. Johns is simply carrying out a plan which he inaugurated many years ago to provide his associates with a greater par-

ticipation in the earnings of the agency. There are now fifty-four stockholders, all active owners in the agency and not a single share of stock is owned by outsiders.

Agency News

B. C. Duffy, head of contract department, and T. L. Bates, account representative, of Batten, Barton, Durstine & Osborn, Inc., have been elected vice-presidents. . . . The Bush-Barnes Advertising Agency has been established in Waco, Texas, by Richard C. Bush, for the past six years advertising manager of the Hicks Rubber Company, and W. H. Bagnes, long prominent in the insurance field in the Southwest. . . . Dwight W. Jennings, former vice-president and director of Lord & Thomas, has joined Fletcher & Ellis, Inc. . . . Sherman Rogers, formerly with the Paris office of Erwin Wasey & Company, and Robert C.

Hattersley, lately with *Liberty*, have launched a new firm which will be known as The Rogers-Hattersley Company.

Publication Changes

Everett R. Smith, formerly of the Fuller Brush Company, has been appointed to the new position of director of marketing and research of *Liberty*. . . . William C. Gettinger, formerly director of sales development, is now sales manager of the Columbia Broadcasting System. . . . Paul Montgomery, formerly advertising manager of *American Home*, is now eastern advertising manager of *Business Week*. . . . George W. Brett, for twenty years with the E. Katz Special Advertising Agency, has been elected sales manager and a director. . . . Edward B. Daniels has joined the Criterion Advertising Company, as director of sales promotion.

IT DARES TO BE DIFFERENT



POINT OF
DIFFERENCE NO. 1

THE ONLY INTERNATIONAL DAILY NEWSPAPER

The Christian Science Monitor gathers the news of all the world, and distributes it throughout the world. It is read in 124 countries. It has twelve news bureaus . . . hundreds of correspondents . . . in addition to Associated Press, United Press and Press Wireless service. Monitor readers are open-minded, far-seeing, receptive of every good service or product.

THE CHRISTIAN SCIENCE MONITOR

Published by The Christian Science Publishing Society
Boston, Massachusetts

NEW YORK OFFICE—500 FIFTH AVENUE

Other Branch Offices: Chicago, Detroit, St. Louis,
Kansas City, San Francisco, Los Angeles, Seattle, Miami,
London, Paris, Berlin, Florence, Geneva.



AN INTERNATIONAL DAILY NEWSPAPER

Sales Letters

BY MAXWELL DROKE

Interest-Piquing Enclosures Put Punch in Sales Letters

One of the most successful letters I ever concocted carried as an enclosure a small glassine envelope containing a few grains of table salt. It was built around an old theatrical superstition. Every real trouper, you know, carries a salt shaker as a part of his correspondence equipment. Into each outgoing missive he sprinkles a few particles of sodium chloride, as an omen of good fortune. Our letter asked a trifling business favor of the recipient. In it we explained the superstition, adding that we were enclosing *a whole sack of salt*, for good measure—and good luck. The response was as near 100 per cent as I ever hope to attain in this imperfect world.

It is surprising how a simple enclosure, and a bit of ingenuity often will turn "just an ordinary letter" into a record-breaker. The wonder is that we letter-writers, with all our boasted originality, do not bestir ourselves more frequently in this direction.

Just the other day, Vic Knight, who is always thinking up new ones for the *Review-Chronicle*, out in Spokane, Washington, sent me a solicitation letter on which was pasted a small kraft paper bag—the sort a corner groceryman uses as a depository for a nickel's worth of gumdrops. An introductory line read, "Here are some things Spokane has in the bag for 1934." Protruding from the bag was a card listing building projects and other proposed activities in the Spokane area, for the year 1934. Very ingenious, it strikes me.

In a later mail came a letter from the *Wall Street Journal* having as its enclosure a genuine German 100,000 Mark note. Here's the tie-up:

"If the enclosed German Mark Note, once worth a great deal of money, now pays for one minute of your time, please consider yourself engaged."

"Yes, it's real German money, put out by the National Government, or by City Governments, prior to 1923. Before the War, 100,000 marks were worth \$23,820.00 in our money. But eventually, it took a thousand billion marks to get a mark worth 24 cents in gold."

"That is what uncontrolled inflation did to German money. As fast as new marks were circulated, the old ones dropped in value, until a man's only chance to get ahead lay in putting his money into goods or real estate or securities, just as fast as he could lay hands upon it."

"Even with inflation under perfect control, managed currency, or the commodity dollar, the value of money is

bound to drop, while commodities, and common stocks and real estate will go up in value.

"The questions: Where will the profits be the greatest? And what effect will inflation have upon various lines of industry?"

"That is where the *Wall Street Journal* can be of genuine help to you . . ."

* * *

One of my correspondents writes that his literature, which is, of necessity, widely distributed, is developing too many inquiries from minors and irresponsibles. A business reply post card is now being used. He asks if a return to the old practice of making a prospect stick on a stamp would result in inquiries of a higher quality. I doubt it. This practice almost invariably cuts down the number of inquiries. Whether the irresponsibles are thus screened out is still an open question. My personal experience is that the hardened "inquiry hound" is not greatly deterred by the necessity of adding a postage stamp, while many good prospects may be eliminated by the extra effort involved in stamping the card. However, I would very much like to hear from some one who has made exhaustive tests over a period of time.

Maybe the Other Fellow Can Toot Your Horn Better

I have often written in these columns of the advantages of having "the other fellow" tell your sales story. Now comes a very interesting case-history from the Harmon Specialties Company. Seeking distributors for a new product the company, instead of writing direct, had a letter and questionnaire mailed by their advertising agent. Mr. C. W. Wiggins, sales manager, tells me that returns have been in excess of 30 per cent. A truly remarkable showing. Here is the letter:

"Very shortly, I shall have completed for a client a national campaign announcing a most remarkable, patented and highly developed machine to be marketed through a selected group of exclusive distributors."

"The machine—of which there will be a model for every need, three in all—finds its place wherever soda fountains are, and in hotels, restaurants, hospitals, et cetera."

"The national potentialities run well into millions of dollars—and in (city) the cream-of-the-market for 1934 will total a sum which will well reward the selected distributor for intelligent and

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

aggressive sales effort expended.

"Knowing that the computing scale distributor or dealer is well equipped to supply the vigorous sales effort we are looking for, we have selected this group as one of our major sales outlets. The product lends itself generally to the same type of selling the scale salesman is accustomed to doing."

"Your name is before us as it appears on a mailing list of scale distributors and dealers—"

"—are you interested?"

"Details of the sales plan, embodying a free machine provision, and full particulars will be sent to you upon receipt of such information as will enable us to give our best consideration to you as a prospective distributor."

"Time is a factor—information we need is easily given in answer to questions on the attached sheet. Mail it NOW!"

"Very truly yours,"

* * *

Thomas H. Uzzell, the literary critic, lists these three examples of trite writing. One of the trio, he declares, is fairly certain to bob up in each incoming manuscript from an amateur scribbler:

(1) Something snapped in his brain.
(2) She was filled with conflicting emotions.

(3) He gripped the table until his knuckles showed white.

One of these days, perhaps, we'll explore the morning mail and set forth our own triumvirate of tired and trite phrases. Meanwhile, what are your candidates for oblivion?

"On the Carpet" Theme Faded and Threadbare

Within the past twelvemonth I have received by actual and painful count some fifty-three variations of the "on the carpet" letter. The latest, from a Chicago hotel, is typical:

"The boss called me 'on the carpet' last night."

"He said you were a guest here some time ago, and that you haven't been back in quite a long while."

"Mr. Blank, that's my boss, is afraid that something might have happened to alienate your loyalty to the Blank Hotel."

"Of course I gave him the alibi that you probably had no occasion to use a Chicago hotel since your last visit here, but he insists that I find out about you."

"I know it is asking a lot, but won't you please write and tell me the reason? You will really be helping us serve you and our other guests better if you noticed any flaw in our service that we can correct. Won't you dash off a note on the margin of this letter?"

I never liked the letter, even in the days of its lusty youth. It doesn't ring true. And now that it has been done to death, it becomes doubly offensive. Would to God someone would call the perpetrators "on the carpet" and instruct them to give the thing decent burial.

SALES MANAGEMENT



Maxwell Droke

Clinking Silver Dollars as Bonus Put Action into Sales Contest

"Cold, hard cash, several hundred dollars of it piled right up on my desk, gives instant acceleration to our sales contests," declares Wilbur Carl, sales manager of the Fields Motor Car Company, Portland, Oregon, in explaining why this firm has the highest Chevrolet sales in the Pacific Northwest.

"Before the event is launched," he continues, "we draw the prize money from the bank in big silver dollars, pour it on the desk in a pile, and let the salesmen hear it ring and see it shine. 'Here's the money, boys,' I tell them, briskly stirring up the mass of silver and stacking it up in solid columns.

"A man must sell at least five cars or more during the month to be eligible for a stack of the prize dollars. They are divided equally among the winners on the basis of a flat amount for every car sold by each man.

"Our requirements for salesmen are stiff," Mr. Carl asserts. "The fact is, we refuse to train men, but insist that they have a well-established record before they get here. Let us get wind of a salesman who meets all qualifications of the Fields Motor Company, and we're never happy until we add him to our force.

"What are these qualifications? First, a Fields Motor salesman must be a married man. We won't employ single men with the finest sales records on earth, because they're not as ambitious or as dependable as married men. Too easily satisfied. Like to take days off. While a married man never has enough.

"Every Fields salesman owns his own home in a fairly good district. And we won't have a man whose wife works, and who depends on her for the upkeep of the family. We want men who are successful, men who even during a depression could sell enough cars to support their families.

"A successful man, we maintain, is able to meet prospective Chevrolet owners on their own level, and can talk to them in their own language. This requires a high-calibre man, inasmuch as Chevrolet prospects today are people from the upper strata of society with recently reduced incomes.

"If a man's work shows weakness because of financial or domestic difficulties, we do all we can to help improve the situation. But if the distressed state of mind is prolonged and tends seriously to hamper his efficiency, he is then eased out of our

organization and replaced with some one more fitted to be a member of our sales force. For it is my belief that the man who is perpetually harassed cannot induce prospective buyers to spend their money for automobiles.

"Our sales force is kept small . . . twelve men at most. This gives each man an opportunity to make more money than if members of a large crew were competing with one another for prospects.

"When he delivers a new car, our

salesman takes the buyer over to the Service Department and introduces him to the manager, who explains the purpose of his policy first, and afterwards reads it to him *aloud*, word for word. This reading of the policy aloud is a very important factor in good salesmanship, as the average buyer will stick the policy in his desk and seldom bother to read it, as a consequence of which he is not aware of his buyer's privileges in the matter of service and adjustments. As a final precaution, the salesmen then explain the more important parts of the car's mechanism to the buyer—these precautions tending to make him a more intelligent car user, hence what we know will be a satisfied customer."



To know what ABO* coverage really means check circulation lists with your salesmen

*ACTIVE BUYERS ONLY

MILL & FACTORY

A CONOVER-MAST PUBLICATION

205 E. 42nd St., New York City . . . 333 N. Michigan Ave., Chicago

(A-8609)

MAY 1, 1934

[449]

GET THE TIRE WITH THE GOLDEN PLY
PROVED 3 TIMES SAFER FROM BLOW-OUTS
Get months of extra mileage too...

Goodrich Safety Silvertown
 WITH LIFE-SAVING GOLDEN PLY

Honestly, there's **NO** such thing as a "blowout-proof" tire!

YOU see lots of tire advertising nowadays on safety. Pictures of automobile accidents - wrecked cars - frightened or injured people. It's called "scare" advertising - the idea is to scare you into buying someone's "blowout-proof" tire. That would be fine, if there were such a thing!

We thought out the truth on blowouts - had to know as the world's largest tire-makers.

WE bought different tires, tested them against our own. Examined them, studied them, cut them up to see how they were made.

We found any pneumatic will blow out if you run it fast enough and far enough.

But we found our own Goodyears to be really less liable to blowouts than any others.

Our records of adjustments show our ratio of blowouts to tires is no somewhat less than three to 10,000.

GOOD YEAR

... so what does a puzzled citizen do? Buy General?

Talking Points

In this corner, folks, is the GOODRICH Silvertown tire. Goodrich leads with an uppercut: "To protect you from blow-outs . . . the Life-Saver Golden Ply . . . resists heat, prevents blow-outs." GOODYEAR Tire & Rubber bounds from the opposite corner and counters with "There's no such thing as a 'blow-out proof' tire, maybe you've been scared by tire advertising which pictures accident wreckage. . . . Scared into buying someone's 'blow-out proof' tire. That would be fine if there were such a thing." They're still trading punches, folks, as the gong rings!

LISTERINE has no monopoly on the word "halitosis," so Pepsodent anti-septic calmly appropriates it and flings this at the word's popularizer: "For fighting halitosis there are two kinds of mouth antiseptics. . . . One group must be used full strength. . . . In the other group is Pepsodent . . . powerful enough to be diluted . . . and still kill germs in ten seconds."

LIFE SAVERS, in trade paper space, says "O. K. Mr. Wrigley! Our hat's off to you for being the first to eliminate 3-for-10 selling of chewing gum. BUT . . . we're a bit 'chesty' too. You know we were the first candy manufacturer to stop the cut-price selling of its products."

"Caveat emptor" is being pretty well snowed under by manufacturers' guarantees these days. HEINZ tells shop-

pers, "If you don't find Heinz soup the best you ever tasted, return the label to your grocer and he will refund the purchase price." WESTINGHOUSE guarantees its refrigerators for a year and will replace the hermetically-sealed mechanism should it not behave properly, at any time within five years.

Coffee goes up in the air: LA TOURAINE, in Boston, offers plane rides as prizes in an altitude guessing contest. INDEPENDENT GROCERS' ALLIANCE is giving consumers who collect the most coffee containers 2,500 miles of air travel. I.G.A. retailers who sell the most coffee will also receive prizes.

THE DENTAL CHARM COMMITTEE of the Century of Progress, with Bristol-Myers Company in the background, is selecting the girl with the most engaging smile in these United States. A culling process will get contestants down to three, who will visit the Fair with all expenses paid. There a dentist, a beauty expert and an artist will pick "Miss Dental Charm of 1934." And let there be no teeth-gnashing by the losers!

MAVIS talcum powder tunes up the advertising calliope in Sunday newspapers of thirty-six cities all playing the melody: "There is no powder line—Use Mavis talcum from the shoulders down, and Mavis face powder for throat and face." During the summer, the campaign will dwell on the value of Vivadou's Mavis talcum as deodorant and perspiration absorbent.

SEEMAN BROTHERS, who last year

built up a comfortable demand for White Rose mayonnaise, follow up by showing grocers how they can turn a pretty penny by selling other White Rose salad ingredients to mayonnaise buyers. Consumer ads depict toothsome salads, each suggesting W. R. products to go with the dressing.

GRECO CANNING COMPANY, San Jose, California, originated and holds patents on asparagus style packing of stringless beans. Now a campaign in trade journals, newspapers and national magazines will tell Mrs. Housewife about the delicacy. Emil Brisacher & Staff, San Francisco, places the space.

FRANK H. LEE COMPANY, tired of forty-seven years of anonymity as a private brand hat maker, goes into *Time* and *Collier's* in July with a splurge on the Lee "Water-Bloc" process for men's kellys. The appeal will be made not only to men, but to the women by way of men's vanity. For the present, trade papers and direct mail will inform dealers of the coming campaign.

Price-Cutting Dealers Cold Shouldered by Sparton Distributor

Uniform re-sale prices by all dealers are being established in Greater New York and vicinity on Sparton radios and refrigerators by the Bushwick-McPhilben Corporation, Sparton distributor. New models are delivered only to those retailers who have agreed to sell at figures set by the distributor. Thus, consumers are assured of identical prices throughout the territory.

The price restrictions are applied specifically to this single manufacturer's products, and are in open competition with similar brands. There is no agreement among rival concerns, such as the Anti-Trust Act was intended to prohibit.

It is provided in the agreement that the restrictions may be lifted if a dealer is unable to sell his Sparton stock at the set prices. But first, he must offer it to the distributor, before demoralizing the market for other dealers. Other provisions protect the retailer in case prices are reduced by the distributor.

The plan was worked out by William H. Ingersoll, an authority on price maintenance methods. It is capable of wide application to other trademarked products and is being studied by several large manufacturers.

SALES MANAGEMENT

Magazine and Radio Expenditures

Special Report Compiled for SALES MANAGEMENT by Advertising Record Company, Chicago

CLASS	Product Classification	NATIONAL MAGAZINES				NATIONAL NETWORK RADIO BROADCASTING			
		April 1933	Monthly Totals 1934	April 1933	Cumulative Totals 1934	March 1933	Monthly Totals 1934	March 1933	Cumulative Totals 1934
		1933	1934	1933	1934	1933	1934	1933	1934
1—Automotive Industry		\$ 961,207	\$ 1,542,752	\$ 3,031,347	\$ 3,696,056	\$ 214,892	\$ 347,692	\$ 561,519	\$ 954,091
2—Building Materials & Equipment		168,186	292,638	473,660	644,132	Nothing	Nothing	Nothing	18,541
3—Cigars, Cigarettes & Tobacco		384,363	523,422	1,208,034	1,612,960	364,249	416,331	1,059,498	1,245,503
4—Clothing & Dry Goods		242,642	412,931	672,068	969,371	46,593	35,876	106,943	84,339
5—Confectionery & Soft Drinks		134,589	168,462	298,318	415,894	119,624	119,264	364,576	423,467
6—Drugs & Toilet Goods		2,292,460	2,430,939	7,619,007	7,405,471	719,087	1,222,197	2,071,571	3,506,726
7—Financial & Insurance		204,215	249,505	670,685	737,465	53,572	63,922	158,649	186,064
8—Foods & Food Beverages		2,072,135	1,968,557	6,626,912	6,488,808	859,921	1,060,522	2,331,210	3,002,847
9—Garden & Field		62,253	75,257	249,278	259,653	6,625	11,000	9,938	16,500
10—House Furniture & Furnishings		517,914	866,720	1,347,077	1,810,611	77,401	77,743	159,686	168,941
11—Jewelry & Silverware		48,728	108,576	111,721	194,208	3,234	2,899	8,833	11,773
12—Lubricants & Petroleum Prod.		215,231	257,809	570,827	525,631	326,546	267,126	992,373	770,935
13—Mach. Farm Equip. & Mech. Supp.		32,844	39,540	105,982	111,557	Nothing	Nothing	20,657	15,040
14—Office Equipment		34,067	109,975	125,438	309,261	7,285	39,950	31,767	103,868
15—Paints & Hardware		99,002	163,221	202,789	305,220	13,348	21,835	33,390	62,557
16—Radios, Phons. & Musical Instr.		60,741	107,966	246,573	321,886	57,275	45,236	147,242	131,008
17—Schools & Correspondence Crses.		114,041	112,770	495,642	424,242	Nothing	Nothing	Nothing	Nothing
18—Shoes & Leather Goods		158,514	198,429	250,704	311,215	Nothing	Nothing	8,743	Nothing
19—Soaps & Housekeepers Supplies		697,543	717,330	2,207,410	2,153,736	94,261	190,376	246,774	477,620
20—Sporting Goods		77,224	114,476	193,040	285,450	Nothing	Nothing	Nothing	Nothing
21—Stationery & Publishers		130,311	198,453	458,773	610,945	33,243	18,394	102,145	44,339
22—Travel & Hotels		297,468	459,442	853,749	1,209,183	2,914	14,776	2,914	17,446
23—Wines, Beer & Liquors		7,281	259,448	17,741	561,686	Nothing	25,510	Nothing	88,423
24—Miscellaneous		178,937	314,559	651,841	912,867	13,495	17,655	34,248	46,471
		\$9,191,896	\$11,693,177	\$28,688,616	\$32,277,508	\$3,013,565	\$3,998,304	\$8,452,676	\$11,376,499

Note—The National Magazines checked total 76 publications; 11 weeklies and semi-monthlies, and 65 monthlies. The monthly totals on national magazines are based on April publications for the monthlies, but including Vogue. The weeklies and other semi-monthlies are March publications. All figures are based on the one-time or single insertion rate.

Note—The Network Radio Broadcasting figures cover all National or Chain Broadcasting carried over the Networks of the National Broadcasting Company's and the Columbia Broadcasting Systems. The figures cover facilities only and do not include talent.

Waterproof Adhesive Tape Wins New Business for J & J

Waterproof adhesive plaster, introduced cautiously last year by Johnson & Johnson's Red Cross products division, has won its place. The company for 1934 has launched "the largest advertising campaign ever run on any adhesive plaster," through Frank Presbrey Company, and is steadily increasing its merchandising activities.

"Drybak adhesive plaster," Ellsworth Gale, director of the Red Cross Products division of J & J, tells SALES MANAGEMENT, "has set a record among new Red Cross products for the speed with which it has attained a profitable sales volume. At its present rate of increase it should soon surpass our sales regular 'ZO' adhesive plaster in the consumer and professional markets. It is interesting to note that this increase has been obtained without any loss in sales in our regular adhesive plaster business."

This "largest" campaign runs four half-page insertions each in *American*, *McCall's*, *Cosmopolitan*, *True Story*, and *Parents* and a list of youths' and outdoor publications whose circulations total over 9,000,000.

After the company had perfected the waterproof plaster, colored a light tan to show little dirt and stay neat-looking for a long time, the try-out was made by using it on Band-Aid, a strip of plaster bearing a small gauze pad. This product had already won consumer acceptance. The substitution of waterproof tape increased its sales. Then Drybak, in small spools, was offered alone, without special discounts to dealers. No "free goods" were given away; only samples to jobbers' salesmen for their own use. Not even the merchandiser display unit was free. Dealers got it only by quantity purchases. Its effectiveness has been proved everywhere.

The advertising now running features Drybak as a new product and offers a spool for 5 cents. The whole campaign both in publications and at the point of sale has built up volume beyond the capacity of the company to produce, according to Johnson & Johnson reports. Thus waterproof adhesive tape gives evidence of its public acceptance.

Drybak Adhesive Plaster Merchandiser which has set a new record, among Johnson & Johnson dealer aids, for wide use.



Significant News of City Markets

We recommend the timely market facts under this heading as a basis for sales planning, special drives, test and localized advertising, advertising appropriations, leads for salesmen, quota setting, etc. Population: 1930. District is A.B.C. division.

Troy, N. Y.

City Zone119,324

Trade Zone204,447

The highest net gain in payrolls of any New York state industrial area was reported by the state industrial commissioner as he released figures showing Troy area wages of factory workers to have increased 11.5% from the middle of February to the middle of March. Closest approach to Troy was a gain of 8.7%. Wage earners increased 4.9%—second largest in the state, bringing payrolls and employment at the highest peak since 1931.

The thirteen largest local advertisers gave over 74% of their appropriations to The Troy Record in the first quarter of 1934—every one investing more dollars in this paper than in any other.

Fifty men are already at work at The Troy Furnace Corporation, newly organized to manufacture pig iron. Plant will be in full operation May 1, starting with a payroll of 200.

The Troy Record—Troy's only A. B. C. newspaper—carried 63.5% of ALL Troy daily newspaper advertising during the first quarter of 1934—almost 5% more than its share of the total for the parallel quarter of 1933.

Postal receipts for the first quarter, in Troy, show an increase. Local merchants reported the best Easter business for some time.

Results of a second exhaustive circulation survey have been mailed to agencies and agency personnel. The showing of The Troy Record remains unchanged from leadership already proved in a previous survey: This newspaper has OVER THREE TIMES the net paid circulation, in this territory, of any other paper.

1,000 employees of the Ludlum Steel Company were given a 10% wage increase April 1. This company had previously increased hourly workers' wages 15% last July. 1,500 persons employed in Troy brush factories gain in wages and leisure time as their industry goes under NRA code.

Metropolitan Troy, by A. B. C. definition, includes Troy, Watervliet, Cohoes, Green Island and Waterford, having a total population of 119,324—thoroughly dominated by The Troy Record. Circulation (A. B. C. Publisher's statement 9/30/33) 22,610. City Zone 78%, Trade Zone 18.4%, All Other 3.6%. Flat rate .07. Representatives: Chas. H. Eddy Company.

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Snapshots

DUNCAN COFFEE COMPANY, of Houston, Texas, has a clever envelope stuffer that goes along with the checks used to pay the company's bills. It reads, "There is just one thing that would give us more pleasure than mailing you this . . . and that is when you go to your grocer demand Admiration coffee which made this check possible."

The COLUMBIA PHONOGRAPH COMPANY, which had been a subsidiary of the now bankrupt Grigsby-Grunow Company, was sold by the receiver on April 16, to a group called Sacro Enterprises, Inc.

LEADING DRUG MANUFACTURERS are making a more serious attempt than in many years to apply price maintenance on their products. Bristol-Myers, for example, has brought out a schedule of suggested resale prices for their various products. Ipana toothpaste boxes, for example, bear a retail selling price of 50 cents, and this is suggested as the proper sales price for the druggist. The company also prints on their schedule a minimum retail price of 39 cents. In trade paper advertising the company emphasizes that their list prices are not higher than 66 2/3% of full retail selling prices, and that minimum retail prices are in no case more than 21% lower than full retail prices.

PACKARD MOTORS report that 60% of the Packard cars traded in on new models during the last month were four, five and six years old. But eventually they do wear out, so back comes the man who owns one for a fresh vehicle.

The GENERAL ELECTRIC COMPANY is holding a series of spring sales meetings for their Specialty Appliance Sales Department, which are based on a series of four sound motion pictures totaling eleven reels, produced by Sound Pictures, Inc., of Cleveland. These pictures are tied up with a sales training course prepared by La Salle Extension University. Sound slide film training courses are being prepared for GE's Merchandise Department of Bridgeport and their Commercial Refrigeration Department of Cleveland.

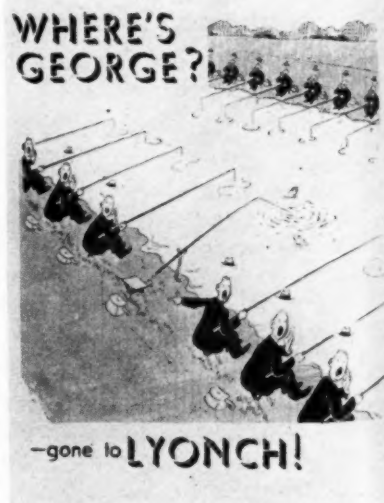
FELT & TARRANT has issued as a promotion piece "Recovery 'Alphabet'" blotters which have made a big hit with business men who experience

difficulty in keeping the sixty alphabetical organizations of the recovery program clearly in mind. The company capitalizes on the administrative alphabet by creating an alphabetical combination of its own—CPBM, which means Comptometer Peg-Board Method.

KELLOGG COMPANY, cereal manufacturer, issues a booklet "Two and One-half Years Under the Six-Hour Day," detailing its experience with shorter working day. Efficiency of workers and machines rose, and there was a decrease in the number of accidents and sick leaves.

SWIFT & COMPANY are going into the ice cream business, but up to date the firm is keeping mum on the how, where, when of advertising and merchandising plans.

SCRUGGS, VANDERVOORT & BARNEY, in a recent Sunday issue of the St. Louis Post-Dispatch, combined sampling and advertising by mounting 1,500,000 swatches of materials on their advertisement. Because of technical difficulties the use of sample in newspaper advertising is as yet only an interesting experiment.



LYONS' TEASHOPS, the London equivalent of Childs restaurant chain, antedated the phrase "Where's Elmer?" by over a year. Lyons' slogan, "Where's George?" with the answer "Gone to Lyonch," has appeared in the British press for over two years. The missing George has been absent from scenes of sport, the theatre and countless other places in the advertising series. So popular has become that his adventures have been compiled in books distributed by the teashops.

SALES MANAGEMENT



New Plan Offers Grocer Store-Door Delivery of Packaged "Garden Sass"

Philadelphia grocers, tired of the age-old "going to market" at 4 o'clock every morning for fruits and fresh vegetables, now have an alternative. Fruits and fresh vegetables have begun to come to them, in a family of neat green Robert Gair packages of waxed paperboard with cellulose windows.

The Kennett-Shidler Corporation, a new factor in the city's market service, is offering morning store-door delivery of "Farm-Fresh Hydra-Pac" garden and orchard products bought in large volume from farmers, packed during the night in consumer units such as "two quarts of green peas," "one pound of four tomatoes," "nine apples," etc. Each food store selects the day's supply over the tail gate.

Thus there passes, so far as Kennett-Shidler can effect it, the business of buying such foods in market centers, hauling them to stores in open boxes, crates, barrels and bags, displaying them loosely to customers, weighing and bundling them and otherwise sacrificing store time and space.

The new packing and delivery system is counted on to reduce store losses "25 to 50%" by eliminating false packing, wilting, spoilage and eleventh-hour price cutting. Thus it is expected to permit stores to realize their full margins without hiking prices to customers.

Following a short newspaper campaign to sell the "Farm-Fresh" idea to Philadelphia housewives, nearly 100 stores began to use the service during April. Of course Kennett-Shidler hopes to expand into other cities.

Air Conditioning Makes Plans for Wider Sales

(Continued from page 429)

is combining its new oil furnace with Sturtevant conditioners but the combination is "not quite ready" for homes. And so it goes.

The building industry, realizing that

home construction is due for a change in the face of oncoming weather control, is developing new methods of using insulation and double windows. General Houses, Inc., is already displaying steel-panel houses as tight as refrigerators. So all along the line the genius of the country is moving toward complete control of indoor home weather.

While it is drawing closer, the giants are selling winter air conditioning hardest and, for summer, separate room units. This gives them a home market too big to be measured. At least a million homes in the \$25,000-plus class are today's prospects and the building of any dwelling above \$15,000 adds to the list.

The more readily available "cooling for profit" market also is too big to measure, igniting the imagination of selling-minded men.

Into these fields General Electric is aiming a considerable advertising campaign using *Saturday Evening Post*, *Time*, *Fortune*, *Business Week*, *Nation's Business*, and several home magazines. Frigidaire, with the next biggest air conditioning program, uses a more limited list. Others, while expanding their programs over last year, are swelling the tide.



Men who "know it all" are not invited to send for this book

This will not interest men who are perfectly satisfied with themselves. But if you feel you should be earning several thousand dollars more a year, but lack the necessary equipment and the confidence, you are invited to send for an unusual free booklet. It contains the seeds of self-confidence. It is called, "What a Business Man Must Know Today"; it describes the Institute's famous executive training plan, now brought up to the minute to meet 1934 conditions. Now that business is definitely improving, there are thousands of men who could double their incomes in a few short years if they believed in themselves and had the solid business knowledge to back up their belief. Send for the booklet that points the way. The coupon will bring it.

Alexander Hamilton Institute, 742 Astor Place, New York, N.Y.

Name _____ Age _____

Business Address _____ Position _____

Alexander Hamilton Institute

OUR Spring Song IS A Surf Song

With our lazy Sun Decks as first balcony, the sea for a stage, and a backdrop of clear, blue sky, the breakers are putting on a continuous show for all our spring guests. In addition, to every one attending the performance we offer a complete program for a bang-up spring holiday. • With the beach at our door,



and game rooms, squash courts, dances, music and varied entertainments right here in the hotels, you'll have no time for boredom. Outside there's golf, tennis, riding, and a Boardwalk lined with fascinating shops. • If, on the other hand, you prefer relaxation, we know of no pleasanter ways to find it than basking in the salted sunshine on our broad Ocean Decks, effacing fatigue in our modern health baths, or sinking into profound sleep at night to the rhythm of the sounding surf. . . . And our chef has a way with food that is wonderfully re-



freshing. • You'll never know how sweet springtime can be until you get a good sample of the seashore variety. We'll do our best to make it a good one. Write for reservations. Moderate rates. American and European plans.

Leeds and Lippincott Company

Chalfonte- Haddon Hall

ATLANTIC CITY

Simmons, in Style Shows, Seeks to Modernize U. S. Bedrooms

BY contrasting the old sharply with the new, the Simmons Company is sponsoring a series of style shows in 36 cities intended to make the average American woman very dissatisfied with the place where she sleeps.

After a test presentation in Milwaukee in March, which attracted 10,000 people, four different shows, each containing 15 or more complete room settings, are now on tour under the auspices of the "Modern American Guild," created for this purpose. One of the bedrooms, in each instance, is a very old, gimcracky place. Products of 44 different manufacturers are being presented in the modern settings prominent among them being of Simmons DuPont, Imperial Wallpaper, Bigelow Weavers and Schumacher. Among other exhibits in each show are photostatic murals typifying the trend toward modern design in almost everything from railroad trains to inkwells. Retailers, women's clubs and prominent "moderns" in each city are participating, and *Good Housekeeping* magazine is working with the Guild in all of them. At a special preview prior to the opening of the New York show at the Hotel Roosevelt last week, Blanche Yurka, actress, and Richardson Wright, designer, were speakers.

Each visitor is given a check list on which she records her choice among the bedrooms shown, her name and address and those of her home furnishings dealer. Blue prints of each room are given by participating manufacturers to their outlets in each city

where the show is to be held, so that duplicates of the rooms may also be seen in the stores.

The Guild is taking large space in rotogravure sections in each city to announce the show. Usually advertisements of stores and pictures of settings also appear in these sections. Opposite the announcement of the New York show in the rotogravure section of the *New York Times* April 22, for example, Gimbel's store ran a quarter-page advertisement of a "Simmons modern American three-piece bedroom" for \$159.50, and on another page the *Times* itself reproduced three of the rooms that were to be shown at the Roosevelt. Some of the stores, such as Hale's, in Madison Avenue, sent invitations and tickets to their customers.

The program nationally is under the supervision of Hugh A. Murrill of Murrill & Company, New York, and Simmons' own advertising is being placed through J. Walter Thompson Company. Cities in which Modern American Guild style shows are being held follow:

New York, N. Y.	Denver, Colo.
Chicago, Ill.	St. Paul, Minn.
Philadelphia, Pa.	Atlanta, Ga.
Cleveland, Ohio	Dallas, Texas
St. Louis, Mo.	Birmingham, Ala.
Baltimore, Md.	Memphis, Tenn.
Pittsburgh, Pa.	Providence, R. I.
Milwaukee, Wis.	Omaha, Nebr.
Buffalo, N. Y.	Syracuse, N. Y.
Washington, D. C.	Oklahoma City, Okla.
Minneapolis, Minn.	Richmond, Va.
New Orleans, La.	Hartford, Conn.
Cincinnati, Ohio	New Haven, Conn.
Newark, N. J.	Louisville, Ky.
Kansas City, Mo.	Springfield, Mass.
Indianapolis, Ind.	Scranton, Pa.
Houston, Texas	Des Moines, Iowa
Columbus, Ohio	Tulsa, Okla.



Unselfish Display: By enabling druggists to feature razor blades, face powder and dozens of other items in the actual medicine cabinet of this window display, Bromo Seltzer wins their good will. Cannily, Emerson Drug Company decided that a display that is beneficial to the druggist as well as the manufacturer is worth more to the latter, and the good will engendered by this one seems to bear out that decision. J. M. Mathes, Inc., created the exhibit.

SALES MANAGEMENT

Tips

Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

Sales Control That Costs Less and Does More

To sales executives concerned with the problem of increasing the effectiveness of their sales records without adding to the cost of this operation, we recommend two articles, in reprint form, which have just come to our attention. The method adopted by the Eli Lilly Company—which not only produced more accurate information, but resulted in a saving of \$13,000 annually in the operation cost—is described in the first of these articles. Specifically a peg board and calculating machine were used, the article describing the function of the method, its results, and illustrating the forms and records used. It was designed to handle a tremendous number of individual transactions spread over a large number of items and through a great many wholesale and retail outlets. The second article, from *Credit & Financial Management*, shows application of this method to several lines of business and details the steps in securing various totals. Address requests for these reprints to the Chicago office of SALES MANAGEMENT, 333 North Michigan Avenue, or to the Felt & Tarrant Manufacturing Company, 1735 North Paulina Street, Chicago.

Highlights From State Alcoholic Beverage Laws

Lack of uniformity in the various state laws regulating the sale and advertising of alcoholic beverages makes the current report on this subject by Major Market Newspapers, Inc., valuable to all organizations interested in this subject. The report, looseleaf, briefs the situation existing in each state, and includes a map showing (1) states where liquor can be sold and advertised; (2) states where liquor can not be sold or advertised; (3) states where liquor can be advertised but not sold, and (4) states where liquor can be sold but not advertised. (There are no states in this final classification.)

Policies of leading newspapers on advertising of liquor are also stated. For your copy, sent without charge, address Major Market Newspapers, 75 E. Wacker Drive, Chicago, or 110 E. 42nd Street, New York.

Industrial Motion Pictures at the Chicago Fair

The 1933 Century of Progress at Chicago witnessed an extensive use of motion pictures by fair exhibitors for advertising, publicity and sales purposes. "Behind the Screens at the Century of Progress" is a survey made by the Bell & Howell Com-

pany reporting on the lessons learned by these exhibitors, as a guide to organizations exhibiting at the 1934 Fair, or in other sales and advertising demonstrations. Among the topics discussed are: What job can be done with motion pictures? How should films be shown (describing a number of methods of projection from simple stage to complicated mirror and translux screen)? What do users say of their experiences in the 1933 Fair? What width film should be used, 16 mm. or 35 mm.? Talkies or silent films? Automatic or manual operation? What about seating arrangements? About licensed operators? On the thought that motion pictures are expensive only when they are not being shown, the survey is intended to help users get maximum results and make the films pay their way many times over. The survey is available without charge to sales and advertising executives on request to The Industrial Division, Bell & Howell Company, 1801 Larchmont Avenue, Chicago.

New York—A Big Show That's Always Going On!

Of more than passing interest to advertisers everywhere is this New York town. Now comes one of its ablest interpreters with a guide to the metropolis that fortunately is limited in distribution to advertisers and agency execs. It ought to be on the reading tables of every good club, limited train, trans-Atlantic liner, not to mention the better tonsorial emporia—it's that good. A suggestion that the wife may want to keep it on the piano lends credence to the thought that possibly the *News* knows the book is good. That, too, is permissible, for the *News*, in the person of Leo McGivena and his able corps of data hounds and commentators, is the publisher of this Survey of the Month—"Show Now Going On." The *News* prints, with apologies to those who dislike 'em, plenty of charts and statistics, but what a chocolate coating they've given them in the running commentary! To wit: "If all the rich people in New York lived in one spot, and all the poor people lived in another, grouping of families into expenditure groups would be doggone simple. But you know how it is! In New York the snorky

gentry in the Social Register live right next door to pushcart pushers and such. . . ." We tried picking out other delectable high spots, to show the easy reading qualities of the book, but there were too many high spots. You'll have to—you'll want to—do your own reading. If you have not received one, ask for your copy—you'll thank us for the tip—from Leo McGivena, The *News*, 220 E. 42nd Street, New York.

WASHINGTON

**SEE MORE
SAVE MORE**



WHETHER you're in Washington for business or pleasure the Harrington location will convenience your stay. Modernly-appointed rooms at \$2.00 up single, \$3.00 up double. Near Government buildings, theatres and shopping districts.

Sample Rooms

. . . Washington's best known Sample Rooms—convenient to your clients—Rooms all sizes—all prices.

\$ 2.00
300 ROOMS
AND UP

HOTEL HARRINGTON
ELEVENTH AND "E" STREETS NORTHWEST
WASHINGTON, D. C.

Douglas C. Shaffer Harrington Mills
Manager President

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order.

ADVERTISING AGENCIES

FOR SALESMEN ANYWHERE

TWENTY-FOUR-WORD CLASSIFIED AD IN 24 Big Sunday newspapers, \$15. 1934 AD-GUIDE showing classified and display rates of leading newspapers and magazines, mailing lists, etc., free. **CHICAGO UNION ADVERTISING AGENCY**, (Estab. 1900), 24 W. Jackson Blvd., Chicago.

EXECUTIVES WANTED

SALARIED POSITIONS \$2,500 to \$25,000. This thoroughly organized advertising service of 24 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements.

Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. **R. W. BIXBY, Inc.**, 118 Delward Bldg., Buffalo, N. Y.

BEING NEITHER YOUNG NOR BEAUTIFUL, I concentrate on being useful (vide Ben Franklin). Have been a trade paper editor for years, am now a free lance in search of work. Can write forceful and lucid English. Will prepare folders, booklets, catalogs, sales literature, at modest prices. Am competent and dependable. Can cover all details. Inquiries imply no obligation whatever. **Frank W. Kirk**, Room 1632, 333 N. Michigan Ave., Chicago. Phone: State 1266.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

C o m m e n t

PROFESSOR TUGWELL EXPLAINS: In an editorial published January 1, we said: "In our judgment, Professor Tugwell has a very real task before him—the *practical* matter of reforming the opinion which many people are forming about him." That he must have received similar counsel from other sources seems probable in view of his latest talk before newspaper editors. In this, he not only concentrated on a defense of his own ideas and of the Administration's policies, but even went so far as to label himself a conservative. Most sales and advertising executives have read this speech in full. Those who have not done so should. It contains some illuminating and evolutionary thinking on what may be described as New Deal philosophy. But apart from the merit of the ideas presented, there is the basic question of whether Professor Tugwell has really turned conservative or is just "covering" in the diplomatic sense of that expression. On this point business men differ in their opinions. So do various elements of the press. . . . Without professing to omnipotent knowledge on this phase, the editors of SALES MANAGEMENT hold the following opinions: (1) If Professor Tugwell is wholly sincere and has really gone conservative, this is not only news, but a significant indication of a definite trend to the right in the thinking and in the future policies of the Administration itself. (2) If Professor Tugwell is largely insincere and was in effect merely seeking to stave off communistic investigations, etc., this also is not only news but a significant indication of the early passing of this famous braintruster from a position where either the public or the politicians will respect his intellectual integrity (without which respect his career will end); (3) The odds very largely favor Professor Tugwell's actually (and in a really sincere manner) having turned conservative. . . . We say this last because we believe, all other things apart, that President Roosevelt can be counted on to make short shrift of anyone high in his counsels whom he himself finds to be lacking in intellectual honesty. It may be that any one leaning as far to the left as Professor Tugwell has conceivably done in the past will not quickly become an ultra-conservative, but it does look as though he has gone and is going conservative to the extent of realizing that there must always be a reconciliation between the theory of idealism and the practice of reality. . . . Much of the conversion of Professor Tugwell and other leading minds has undoubtedly been due to that history-proved fact that no radicals can continue for long to stay radical when they have been moved into the seat of power. As outsiders, it is easy to criticize what is wrong; as insiders, it is necessary to champion things as they are *and to make them work successfully*. It is this last requirement which has been sobering and maturing the judgments of even "the pinkest thinkers" in Washington. We suspect that "the

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new Tugwell" stands not only as a convert to conservative thinking through process of his own intellectual abilities, but as a symbol that most of the other influential new-dealers and brain-trusters are doing likewise and for precisely the same reasons. In other words, the Tugwell conversion symbolizes a trend in the "right" direction.

PREMIUM'S POSITION CLARIFIES: For nearly a year there has been bitter fighting in various of the Codes of Fair Competition on the matter of premiums. In many industries there is a division of opinion about the use of premiums which is based almost entirely on which companies use premiums and which companies do not. In one code after another the prohibitions against premium use have been omitted, but only after long debate, and, in a good many instances, formidable opposition. As we go to press, it is reported that, at a meeting of high NRA officials recently held in Washington to consider the report of the Special Committee appointed by General Johnson to study the premium situation in all codes and to report with recommendations, it was decided that NRA would not permit a \$200,000,000 annual volume of premium business to be dissipated. At this meeting it is also reported that, while it has not yet been finally decided what form of remedial action would be taken to correct the anti-premium provisions of codes previously adopted, an executive order would be issued, probably not later than May 1, 1934, to the effect that no clauses prohibiting premium use would be approved in any future codes. . . . If this news is confirmed as correct, which seems likely, it means that one of the oldest forms of advertising and sales promotion will continue to be available to those concerns which desire to make use thereof and will continue actual or potential sales competition for those concerns which elect to use no premiums. This development perhaps also stands as a striking example of how the New Deal and NRA, after prolonged debate and discussion, may wind up leaving things pretty much status quo. Aside from these angles, it is also quite possible that the initial report of the Committee headed by Clarence Darrow exerted considerable influence on the Administration attitude toward premiums on the grounds that elimination of the use of premiums would work an unfair hardship on small and relatively small business. The fact is that many of the biggest companies are the biggest users of premiums. Hence, we regard an Administration hands-off attitude on premiums as eminently fair to both big and small business and as eliminating one more possible worry about what to expect or not to expect because of the New Deal and NRA.

Ray Bill

SALES MANAGEMENT